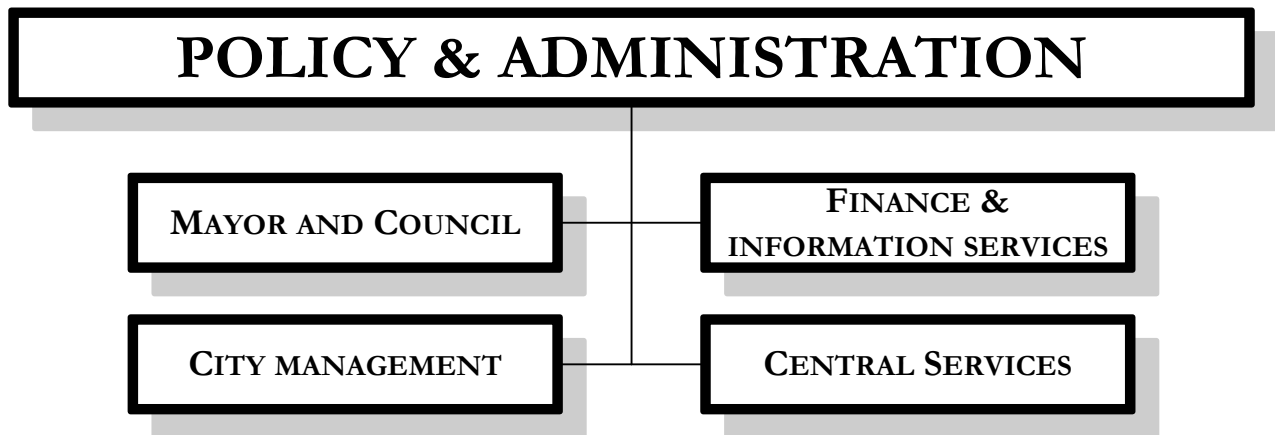

POLICY & ADMINISTRATION ORGANIZATION CHART



POLICY AND ADMINISTRATION PROGRAM

The Policy and Administration Program consists of the Mayor and Council, City Management, Central Services and the Finance and Information Service Departments. This program includes a wide variety of functions that encompass the areas of administrative support, fleet and property management, strategic planning, city management, computer and information services, financial management, accounting, utility billing, municipal court, human resource management, records management, risk management and contracts and purchasing.

The Mayor and Council and the Municipal Court budgets are funded completely out of the General Fund. The other budget units are funded by charge backs to other city programs that use these common services.

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Proposed	FY 2016 Approved	FY 2016 Adopted	2016 Adopted vs.2015 Revised
Number of Positions	43.95	43.95	45.85	52.05	52.05	53.05	13.5%

Budget By Category

Personal Services	4,363,383	4,715,484	5,145,914	6,237,017	6,237,017	6,212,317	20.7%
Materials & Services	1,907,014	1,993,205	2,542,011	3,674,058	3,677,558	3,730,438	46.8%
Interdepartmental Costs	87,507	100,737	136,217	116,202	116,202	116,202	-14.7%
Capital Outlay	169,077	262,106	137,832	334,044	334,044	334,044	142.4%
Total All Category	6,526,980	7,071,531	7,961,974	10,361,321	10,364,821	10,393,001	30.5%

Budget By Division

Mayor and Council	235,068	240,747	294,065	322,824	322,824	322,824	9.8%
City Manager's Office	665,914	794,852	739,073	972,438	972,438	972,438	31.6%
Human Resources	637,451	664,331	754,062	730,773	730,773	730,773	-3.1%
Risk Management	549,646	544,054	754,998	759,275	759,275	759,275	0.6%
Design & Communications	442,944	456,488	483,695	571,811	571,811	571,811	18.2%
Municipal Court	476,317	460,425	544,871	576,678	576,678	576,678	5.8%
City Recorder/Records	393,411	480,397	482,659	426,967	426,967	426,967	-11.5%
Finance & Info. Services Admin.	404,688	405,229	469,810	495,272	495,272	495,272	5.4%
Financial Operations	538,631	529,413	594,214	615,506	615,506	615,506	3.6%
Utility Billing	726,939	776,258	922,387	1,058,974	1,058,974	1,058,974	14.8%
Information Technology	1,260,661	1,505,675	1,696,729	1,742,492	1,742,492	1,770,672	4.4%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	195,312	213,664	225,411	239,449	239,449	239,449	6.2%
Fleet Maintenance	0	0	0	203,772	203,772	203,772	100.0%
Property Management	0	0	0	1,645,090	1,648,590	1,648,590	100.0%
Total All Division	6,526,980	7,071,531	7,961,974	10,361,321	10,364,821	10,393,001	30.5%

Budget by Fund

General Fund - 100	711,385	701,172	838,936	899,502	899,502	899,502	7.2%
Water Debt Service Fund - 533	0	0	0	0	0	0	0.0%
Central Services Fund - 600	5,782,025	6,351,518	7,073,038	7,562,957	7,562,957	7,591,137	7.3%
Fleet/Property Management Fund	0	0	0	1,848,862	1,852,362	1,852,362	100.0%
Insurance Fund - 660	33,570	18,842	50,000	50,000	50,000	50,000	0.0%
Total All Fund	6,526,980	7,071,531	7,961,974	10,361,321	10,364,821	10,393,001	30.5%

MAYOR AND CITY COUNCIL

POLICY & ADMINISTRATION

MAYOR & COUNCIL

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Proposed	FY 2016 Approved	FY 2016 Adopted	2016 Adopted vs.2015 Revised
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Number of Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
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Budget By Category

Personal Services	109,719	141,249	175,058	185,874	185,874	161,174	-7.9%
Materials & Services	125,350	99,498	119,007	136,950	136,950	161,650	35.8%
Interdepartmental Costs	0	0	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0	0	0.0%
Total All Category	235,068	240,747	294,065	322,824	322,824	322,824	9.8%

Budget By Division

Mayor and Council	235,068	240,747	294,065	322,824	322,824	322,824	9.8%
Total All Division	235,068	240,747	294,065	322,824	322,824	322,824	9.8%

Budget by Fund

General Fund - 100	235,068	240,747	294,065	322,824	322,824	322,824	9.8%
Total All Fund	235,068	240,747	294,065	322,824	322,824	322,824	9.8%

PROGRAM DESCRIPTION:

The Mayor and City Council provide legislative and policy leadership for city government. The Mayor and Councilors are elected by citizens for four-year terms on a non-partisan basis and serve part-time. The Council hires the City Manager to run day-to-day operations. The City Council reviews, revises and adopts city laws and policies and sets the overall direction of the city.

PROGRAM RESULTS:

- Basic city services provided to citizens are cost-effective and are delivered without interruption.
- Tigard's interest in regional and statewide activities is coordinated with appropriate agencies and jurisdictions.
- Tigard citizens are involved in the community and participate effectively.
- Programs and activities are available in the community to meet the needs of a diverse population.
- External and internal city assets are well managed and utilized.
- Master plans, management and fiscal policies are adopted; resources are allocated to position Tigard for the future.
- The community is engaged and connected to the city's strategic vision.

ACCOMPLISHMENTS:

FY 2014-2015:

COUNCIL GOAL 1: Water***Lake Oswego-Tigard Water Partnership***

- Negotiate/proceed with water purchase from Lake Oswego
- Renegotiate LOTWP Intergovernmental Agreement (IGA) to reflect structure and management post-construction (evaluate future of partnership roles)
- LOTWP bond sale (#2)
- Monitor progress of construction and budget; LOTWP projects operational

Develop Willamette River Water Sources

- Rewrite WRWC member contract
- Continue to consider other sources: Sherwood, TVWD (studies)
- Develop "roadmap" for Tigard's future water decisions through 2026

Intergovernmental Water Board

- Work plan for, and next governance agreements with, Tigard Water District, Durham, King City (expires 2017)

Communicate with Tigard residents about rate impacts/outreach regarding potential increases

MILESTONES:

- Bond rating and bond sale #2 is scheduled for January/February 2015
- Water project construction is underway on all but one pipe schedule; program is scheduled to be completed—on budget—in early 2017.
- Council received an update on Willamette River water supply activities in the 12/11/14 Council Newsletter.
- Willamette Supply Project (WSP) Preliminary Program final report scheduled for June 2015. Staff is awaiting final report before making recommendations regarding future water supply options for Tigard. WSP staff will be briefing Council in March 2015 regarding project updates.
- Tigard is participating in the Willamette Water Treatment Plant Master Plan project via memo of understanding (MOU) scheduled to start February 2015. Completion date February 2016.
- Willamette Governance Group (WGG) is an ad-hoc group of seven agencies meeting to discuss governance issues for an expanded Willamette River water supply system. Staff will brief Council on a “bridge” MOU in February 2015 to continue efforts for all parties to agree to governance, maintenance and operation, asset use and ownership, future use of existing assets, and proposed expansion of capital assets.
- The Willamette River Water Consortium (WRWC) will continue to function as a separate entity until approval of a final IGA or agreement by all participants in the WGG regarding the future of the WRWC.
- Staff will keep Council apprised of developments or actions by either the WRWC or the WGG, as each of these programs and projects move forward in the next fiscal year.
- In December, King City and Tigard signed an intergovernmental agreement for water system ownership and water service. A similar version of this agreement will be offered to Durham and the Tigard Water District in 2015.
- Public Works and Utility Billing sent out postcards to all water customers regarding water rate increases effective January 1, 2015.
- Responses to concerned customer's questions and comments being handled by Public Works and City Management.

COUNCIL GOAL 2: River Terrace

Park land acquisition (strategy, funding, land dedication)

Complete Community Plan, zoning, adopted master plans

- Building permits issued; development begins
- Service delivery planning

MILESTONES:

- The River Terrace Community Plan and remaining two infrastructure master plans (parks and transportation) were adopted in December 2014.
- A River Terrace Funding Strategy adopted December 2014.
- Implementation projects underway, e.g. stormwater modeling and design standards, code amendments, system development charge (SDC) analysis.
- Early assistance program for development underway.

COUNCIL GOAL 3: Tigard Triangle***Complete Triangle Strategic Plan***

- Adopt zoning, street and design standards
- Begin implementing plan strategies

MILESTONES:

- Developed a draft final report based upon feedback from Citizen Advisory Committee and public open house.
- Presented the draft report to advisory committees (citizen and technical) for final review and comment. This report included a summary of the planning process and steps for implementation.
- Drafted a preferred plan option using the evaluation, market analysis and CAC/TAC member feedback.

COUNCIL GOAL 4: Southwest Corridor***Determine modes and alignment for study in federal EIS process******Determine regional route segments******Participate in federal EIS process (regional partner, financial)*****MILESTONES:**

- Staff reviewed possible alignments through the Tigard Triangle and downtown, as updated by TriMet.
- Staff worked on the IGA for funding the planning/environmental work that Council will consider on January 27, 2015.

COUNCIL GOAL 5: Recreation (*Evaluate options & resources to create a pilot rec program*)***Complete demand analysis for recreation opportunities******Compare recreation inventory with demand analysis to identify needs/gaps******Council decision on city role (direct delivery provider, contract/partnerships, funding source)***

- Implement a new recreation effort based on role

MILESTONES:

- The consultant, MIG, completed all scheduled meetings in early September and recommended more analysis.
- In September/October, MIG worked with EMC Research to conduct a statistically valid phone survey to evaluate citizen needs and perceptions related to recreation.
- MIG presented the survey results and preliminary recommendation to the PRAB and to the Council at the November study session.
- The PRAB met with Council at their November workshop meeting and made a recommendation for an initial recreation program and further study on a recreation center.
- In early December, MIG met with the recreation project team consisting of staff and leading citizens to help refine a proposal for the Council, PRAB, and Budget Committee.
- In late December, a preliminary recommendation for an initial recreation program was made, prior to a full report in January to the Council, PRAB, and Budget Committee.

COUNCIL GOAL 6: Economic Development

Develop and adopt strategic priorities, resources, design program

Data collection and understanding the economic base

MILESTONES:

- Signed MOU with Fields Trust and Trammell Crow regarding the Fields Development Project
- Completed Public Infrastructure Finance Strategy project for Hunziker Core
- Created Vertical Housing Development Zone
- Created Tigard Enterprise Zone
- Convened Business Roundtable and Brokers Roundtable
- Shared eight graphics that explain the Tigard Economy

COUNCIL GOAL 7: Community Engagement

Redesign community survey effort to include regular two-way communication efforts (based on Fall 2013 survey results)

Continue 3-4 quarterly open forums to engage residents/neighborhood groups

Community education efforts; develop fiscal report card (Blue Ribbon Task Force recommendation)

Develop Tigard's community identity

MILESTONES:

- The Mayor and Council held a two series of 3x5x10s to gain feedback from the public. They were held in May and October with Downtown, Light Rail, Marijuana Legislation/Regulation and Strategic Planning as some of the topics.
- After connecting with over 1,100 citizens and getting feedback/comments on the city's proposed long-term vision, the City Council adopted the strategic vision in November.
- The city tried new tools to engage citizens with the vision – a chalkboard wall and an ice cream truck into the neighborhoods.

COUNCIL GOAL 8: Downtown

Urban renewal ballot measure: Tigard voters clarify authority/projects

Strategy for redevelopment of city-owned property

Resolve composition of CCDA (pros and cons: CCDA, CCAC, Econ Dev Commission to make it a development agency)

Main St./Green St. Construction

Continue Downtown Plaza Site acquisition and design approval (contingent on site acquisition)

Continue Tigard St. Trail negotiation, design and development

Finalize downtown redevelopment opportunities (if issues can be addressed)

Advance options for rail crossing "trade" for Ash Avenue at-grade crossing

Explore Pacific Highway Urban Renewal District options

MILESTONES:

- Main Street/Green Street completed in November
- Significant progress made on developer agreement for Burnham/Ash redevelopment
- Significant progress made on Main Street property purchase, which will be explored for potential as public space.

- Second preliminary Tigard Street Trail design session held.
- Staff continued to advise and assist the Tigard Downtown Association as a partner in downtown revitalization, including working together on parking management.
- Public artwork fabrication nearly complete.

COUNCIL GOAL 9: Growth/Annexation

Successfully complete River Terrace Community Plan

- Reconsider and agree to annexation policy: reauthorize financial incentives as needed; consider islands and remainder of Bull Mountain; incentives for voluntary annexation; timeline for Washington County
- Develop planning and timeline together with Washington County for future annexations (Bull Mountain, Metzger)
- Update annexation fiscal analysis (from 2004)
- Consider annexation of urban reserves for employment land

MILESTONES:

- There was one annexation in 2014 for five acres on Bull Mountain.

COUNCIL GOAL 10: Finance

Represent Tigard at the regional, state and federal level to advocate for tax reform and other funding opportunities

Review city facilities strategy and develop options for repair and replacement ("good, better, best")

Seek voter-approved measure for major investment (capital, parks, etc.)

MILESTONES:

- The city's legislative agenda for State and Federal topics includes tax reform and funding opportunities.
- Tigard has not sought a voter-approved measure for major investment.
- Prepared for the final financing of the LOTWP and will be issuing approximately \$35M of water revenue bonds in February 2015
- Adopted the River Terrace Infrastructure Funding Strategy that provides the toolbox to pay for major infrastructure improvements in and around River Terrace.
- Started the Infrastructure Financing Project that includes issues like utility surcharges and system development charge update or creation for parks, streets, sewer, and storm water.
- Convened internal facilities committee which developed an RFP to find a consultant to conduct a long-term facilities study. A second quarter supplemental budget request will go to council at the end of January to fund this study.

GOALS & OBJECTIVES:

2015-2017 Tigard City Council Goals | Priorities for Council Attention and Action

1. Provide Recreation Opportunities for the People of Tigard

Establish city recreation program in 2015-16 adopted budget

- Recreation clearinghouse and program guide
- Grants & scholarships

- Recreation coordinator – staff position
- Programs and classes (beginning Year 2)
- Outdoor events (Year 2)
- Indoor events (Year 3)
- Explore feasibility of partnership opportunities, including THPRD, YMCA, other city, or non-profit opportunities; establish facility partnership if feasible December 2015 --Begin July 2015 (Year 1)
- Consider a voter-approved measure to fund recreation -- November 2016

2. Make Downtown Tigard a Place Where People Want to Be

Support residential and mixed use development in walkable and transit-supported areas by completing the Ash Ave/Burnham Redevelopment project

- Increase walkable access to open space by advancing plans for new downtown open space, including the Tigard Street Trail plaza, the Fanno Creek Overlook, and a Main Street plaza, including programming
- Strengthen downtown's identity by completing gateway improvements and install art at both Main Street entrances
- Support walkability by completing two Strolling Street projects
- Secure brownfields cleanup grant (if eligible) to facilitate infill or open space development enabling a more walkable and interconnected downtown
- Promote downtown has a place to shop, dine and recreate through communications and support of TDA activities. -- Throughout 2015-2017

3. Adopt Tigard Triangle Strategic Plan and Enable Future Development Capacity

Committee recommendation; Council consideration and adoption of Tigard Triangle Strategic Plan -- Spring 2015.

Begin project implementation of 1-5 year actions

Regulatory changes

- Amend comprehensive plan, development code, Town Center designation, Transportation, Parks and Trail Plans, and parking requirements -- Summer 2015

Consider Infrastructure Investment -- During 2016

- Red Rock Creek
- Stormwater management plan
- Parks, Plazas and Open Space

Develop Incentives and Public Private Partnerships During 2016

- LID
- Urban Renewal District
- Vertical Housing
- Business or Economic Improvement District
- Grant Programs
- Business/District Association

4. Enable Groundbreaking in River Terrace by Summer 2015

Infrastructure Financing Project (River Terrace and Citywide)

- Council Briefing -- February 2015
- SDC Notice and Methodology -- February 2015
- Council Hearing – SDCs -- April 2015

River Terrace Community Plan Implementation -- January-February 2015

- Zoning Districts
- Code Amendments

Permitting --Possible for final permit approvals by spring 2015

- Early assistance for land use applications
- Building and site permits

Public Facilities

- Clean Water Services – pump station
- City of Tigard 550-Zone Water Improvements

5. Expand Opportunities to Engage People in the Community

- Citywide Communications Plan (will include suggested engagement improvements) --Spring 2015
- Continue Council 1x10 meetings -- Quarterly throughout each year
- Community education; identify timing and content of measures for voter approval -- By end of 2015; ballot in 2016

Organize community engagement through increased work with Neighborhood Networks, in-person and online forums

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of regional committees requiring elected official attendance	8	9	9	9
Number of City Council meetings	38	38	38	38
Average length (hours) of council meetings	3	3	3	3
Number of Resolutions adopted	78	78	78	78
Number of Ordinances adopted	20	20	20	20
Population served	48,415	48,695	49,135	55,444
Number of opportunities for residents to interact with elected officials (12 Fireside Chats, 16 1x10 events, 2 Town Halls)	NA	NA	16	30

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
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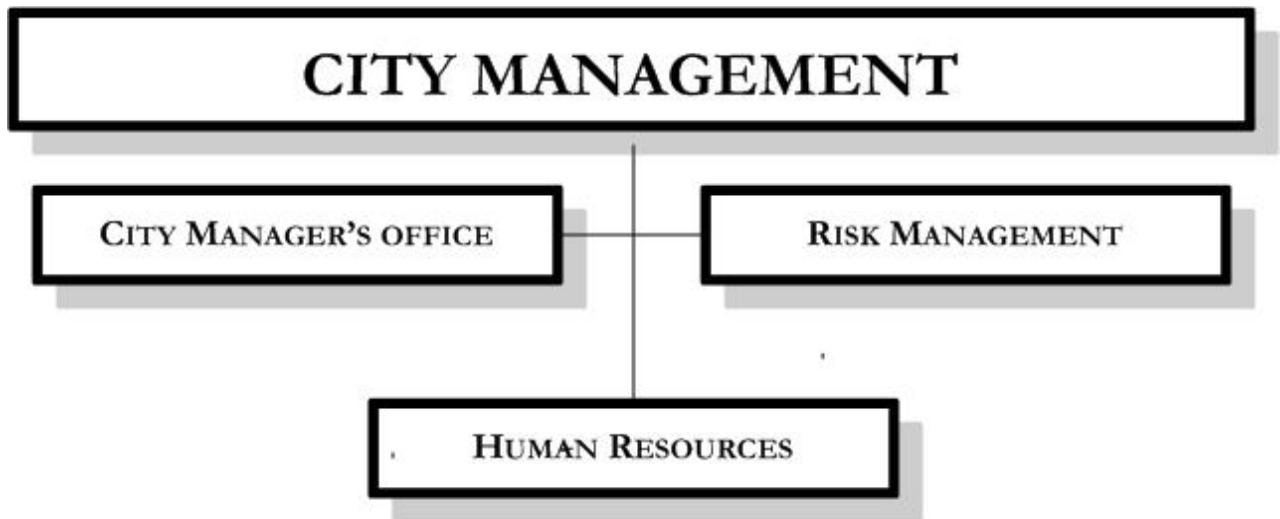
Survey is conducted every other year.

Average rating on citizens' highest service priorities	8	8.5	8.5	8.5
Citizens rating overall city services as good or better	0	85%	0	85%
Citizens who feel that Tigard will be a better place to live and work in the future	0	85%	0	85%
Citizens rating overall city services as good or better	0	87%	0	87%
Citizens who say the city's long-term strategic vision represents their long-term vision (as measured in biennial survey)	0	49%*	0	59%

*average of phone & web responses

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
0.00	0.00	0.00	Total FTE	0.00	0.00	0.00	
47,526	84,971	84,375	51001 - Salaries - Management	113,694	113,694	88,994	5.5%
47,526	84,971	84,375	Total Personal Services - Salaries	113,694	113,694	88,994	5.5%
669	1,185	1,014	52001 - Unemployment	480	480	480	-52.7%
200	507	186	52002 - Worker's Compensation	221	221	221	18.8%
3,739	6,620	6,456	52003 - Social Security/Medicare	7,288	7,288	7,288	12.9%
337	611	610	52004 - Tri-Met Tax	690	690	690	13.1%
0	0	0	52005 - Retirement	266	266	266	100.0%
0	0	5,310	52008 - Life Ins/ADD/LTD	0	0	0	-100.0%
51,289	42,176	77,107	52010 - Medical/Dental/Vision	63,235	63,235	63,235	-18.0%
5,958	5,178	0	52011 - Dental Benefits	0	0	0	0.0%
62,192	56,278	90,683	Total Personal Services - Benefits	72,180	72,180	72,180	-20.4%
739	93	800	53001 - Office Supplies	800	800	800	0.0%
739	93	800	Total Supplies	800	800	800	0.0%
9,808	9,974	9,540	54001 - Professional/Contractual Services	9,540	9,540	9,540	0.0%
32,393	21,310	27,651	54003 - Legal Fees	27,651	27,651	27,651	0.0%
0	0	25	54115 - Vehicle Usage	25	25	25	0.0%
5,951	1,815	0	54205 - Utilities - Phone/Pager/Cells	0	0	0	0.0%
37	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
48,649	39,059	48,891	54302 - Dues & Subscriptions	50,234	50,234	50,234	2.7%
27,330	25,338	31,500	54303 - Travel and Training	43,100	43,100	67,800	115.2%
444	1,909	600	54311 - Special Department Expenses	5,600	5,600	5,600	833.3%
124,612	99,405	118,207	Total Services	136,150	136,150	160,850	36.1%
235,069	240,747	294,065	Total Mayor and Council	322,824	322,824	322,824	9.8%

CITY MANAGEMENT ORGANIZATION CHART



Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Proposed	FY 2016 Approved	FY 2016 Adopted	2016 Adopted vs.2015 Revised
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Number of Positions	10.90	10.90	11.60	11.60	11.60	12.60	8.6%
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Budget By Category

Personal Services	1,225,741	1,256,024	1,423,158	1,579,057	1,579,057	1,579,057	11.0%
Materials & Services	613,667	734,596	819,475	877,929	877,929	877,929	7.1%
Capital Outlay	13,603	12,616	5,500	5,500	5,500	5,500	0.0%
Total All Category	1,853,011	2,003,237	2,248,133	2,462,486	2,462,486	2,462,486	9.5%

Budget By Division

City Manager's Office	665,914	794,852	739,073	972,438	972,438	972,438	31.6%
Human Resources	637,451	664,331	754,062	730,773	730,773	730,773	-3.1%
Risk Management	549,646	544,054	754,998	759,275	759,275	759,275	0.6%
Total All Division	1,853,011	2,003,237	2,248,133	2,462,486	2,462,486	2,462,486	9.5%

Budget by Fund

Central Services Fund - 600	1,819,441	1,984,395	2,198,133	2,412,486	2,412,486	2,412,486	9.8%
Insurance Fund - 660	33,570	18,842	50,000	50,000	50,000	50,000	0.0%
Total All Fund	1,853,011	2,003,237	2,248,133	2,462,486	2,462,486	2,462,486	9.5%

PROGRAM DESCRIPTION:

The City Management Division consists of the City Manager and staff supporting the activities of the City Council and assisting in the overall management of city programs. The City Manager is hired by the City Council to run the daily affairs of the city and to implement policies adopted by the council. A major focus of this division is on communications among the city, citizens, and employees.

Specific activities of this division include:

- Communicate City Council's direction on policies, laws and directives to the executive staff and employees.
- Encourage the use of a variety of communication tools, including the Cityscape, the city's web page, Facebook, Twitter, Neighborhood Network Web pages and other means to make information available to citizens and employees.
- Review and refine the information presented to the City Council.
- Coordinate the city's legislative agenda including monitoring bills, facilitating written and oral testimony and schedule regular meetings with state and federal legislators for the Mayor and Council members.
- Oversee the implementation of Tigard's Strategic Plan: *To make Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.*

PROGRAM RESULTS:

- Tigard citizens have access to accurate information on current issues in a variety of formats.
- Plans and programs are in place for coordinated management of the city's assets.
- Tigard citizens participate in programs and activities that connect them with decision-makers and community members.
- City departments proactively manage issues and achieve stated goals.
- Messaging engages the community and advances the vision.

ACCOMPLISHMENTS:

FY 2014-2015:

- Engaged over 1,100 people in face-to-face contacts to get feedback on the city's proposed Strategic Plan
- Mayor and Councilors held 3x5x10's in May and October to get feedback on Southwest Corridor planning and the Strategic Plan

- Mayor and Councilors held 1x5x10's in the fall to obtain feedback on medical marijuana and the street maintenance fee program
- The Communications Strategist was hired, and conducted an assessment of the city's communications activities
- Developed legislative agenda for State and Federal topics that includes tax reform and funding
- Engaged with business owners and interested parties as part of newly-completed Main Street/Green Street project
- Managed conversion of Cityscape Newsletter to electronic format

GOALS & OBJECTIVES:

FY 2015-2016:

City management will advance the city's strategic plan vision and goals:

Strategic Vision:

The most walkable city in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.

Strategic Goals:

1. Facilitate walking connections to develop an identity.
2. Ensure development advances the vision.
3. Engage the community through dynamic communication.
4. Fund the vision while maintaining core services.

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Legislative status reports issued weekly during the current legislative session	22	22	22	22
Cityscape issues published each year	12	12	12	12
Number of City Manager meetings with Councilors and Mayor	100	100	100	100
Up-to-date and accurate messaging - currency of web pages, Twitter followers, Facebook followers	NA	NA	90%	90%
Number of TigardWalks events as part of Strategic Plan integration	NA	NA	12	13

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Citizens ranking responsiveness of city staff as good or better	90%	90%	90%	90%
Citizens ranking the quality of city services as good or better	80%	80%	80%	80%
People that name Cityscape as a good source of information about the city	75%	75%	65%	65%
People that name the city's website as a source of information	15%	15%	30%	35%
Number of active Neighborhood Network webpages	13	13	13	14
Facebook followers	NA	NA	800	850
Twitter followers	NA	NA	2,014	2,500
Percentage of residents that agree the city's Strategic Plan (The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.) reflects their long-term vision for the city.	NA	52%	NA	35%
Percentage of website visits that lead to use of an online engagement tool	NA	NA	25%	25%
City communication tools provide the most accurate and current information measured by an increase in use	NA	NA	20%	20%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.70	0.70	0.70	0.70
Assistant to the City Manager	0.20	0.20	0.20	0.40
Exec. Asst. to City Manager	0.90	0.90	0.90	0.90
Web Services Coordinator	1.00	1.00	1.00	1.00
Communications Strategist	0.00	0.00	1.00	1.00
Sr. Management Analyst	0.20	0.20	0.20	0.50
Total FTE	4.00	4.00	5.00	5.50

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
4.00	4.00	5.00	Total FTE	5.50	5.50	5.50	
399,457	427,382	455,975	51001 - Salaries - Management	559,073	559,073	559,073	22.6%
0	0	0	51005 - Part Time - Temporary	15,256	15,256	15,256	100.0%
399,457	427,382	455,975	Total Personal Services - Salaries	574,329	574,329	574,329	26.0%
5,710	5,964	5,473	52001 - Unemployment	2,913	2,913	2,913	-46.8%
806	824	1,270	52002 - Worker's Compensation	1,509	1,509	1,509	18.8%
27,814	30,376	34,884	52003 - Social Security/Medicare	44,546	44,546	44,546	27.7%
2,835	3,083	3,299	52004 - Tri-Met Tax	4,215	4,215	4,215	27.8%
58,835	62,857	63,836	52005 - Retirement	81,511	81,511	81,511	27.7%
2,520	2,640	2,940	52007 - VEBA - ER	3,360	3,360	3,360	14.3%
1,419	1,875	2,602	52008 - Life Ins/ADD/LTD	2,974	2,974	2,974	14.3%
1,400	1,460	0	52009 - Long Term Disability	0	0	0	0.0%
31,600	36,040	55,621	52010 - Medical/Dental/Vision	63,187	63,187	63,187	13.6%
3,570	3,815	0	52011 - Dental Benefits	0	0	0	0.0%
1,280	-1,190	22,968	52012 - Accrued Vacation	22,968	22,968	22,968	0.0%
137,789	147,744	192,893	Total Personal Services - Benefits	227,183	227,183	227,183	17.8%
3,531	2,260	4,538	53001 - Office Supplies	4,500	4,500	4,500	-0.8%
3,531	2,260	4,538	Total Supplies	4,500	4,500	4,500	-0.8%
78,376	169,983	69,290	54001 - Professional/Contractual Services	130,800	130,800	130,800	88.8%
0	0	500	54003 - Legal Fees	500	500	500	0.0%
166	0	1,200	54205 - Utilites - Phone/Pager/Cells	1,440	1,440	1,440	20.0%
33,849	34,768	4,400	54300 - Advertising & Publicity	5,000	5,000	5,000	13.6%
0	20	480	54301 - Fees and Charges	480	480	480	0.0%
3,442	2,119	4,292	54302 - Dues & Subscriptions	6,439	6,439	6,439	50.0%
8,552	8,103	4,505	54303 - Travel and Training	18,267	18,267	18,267	305.5%
753	401	1,000	54311 - Special Department Expenses	3,500	3,500	3,500	250.0%
125,138	215,393	85,667	Total Services	166,426	166,426	166,426	94.3%
0	2,072	0	56006 - Equipment	0	0	0	0.0%
0	2,072	0	Total Capital Improvement	0	0	0	0.0%
665,915	794,852	739,073	Total City Manager's Office	972,438	972,438	972,438	31.6%

PROGRAM DESCRIPTION:

The Human Resources Division provides human resource leadership and support to city departments and employees by providing quality policies, programs, systems, services and consultation that contribute to ethical, lawful, equitable, consistent and efficient human resources management practices and advance the vision of the City. Human Resources also helps support the future of the organization through employee and supervisory training; organization development and performance management; workforce planning; equal opportunity employment, and wellness/employee life balance efforts. Program services include strategic planning, recruitment, selection and testing, benefits administration, union negotiations and contract administration, personnel policy administration, employee relations, succession planning, job classification and salary administration, personnel record management, coordination of grievances, discipline, investigations and complaint processes, and employee recognition.

PROGRAM RESULTS:

- The city attracts, develops, motivates and retains the best employees who get it done, do the right thing, and treat all people with respect and care
- The city complies with local, state and federal employment laws
- The Human Resources Division provides human resources management support and assistance to departments and employees that advance the strategic vision of the organization and support an effective, dynamic workforce

ACCOMPLISHMENTS:

FY 2014-2015:

- Negotiated a new three year successor collective bargaining agreement with the Tigard Police Officer's Association, which included retaining a cost containment strategy on insurance
- Completed phase I of the SEIU health insurance committee March of 2014-September of 2014. The committee was able to evaluate a number of insurance strategies/options and reviewed the market, but was unable to improve upon the current plan options. Phase II will begin in March of 2015.
- Developed a pilot performance management system to increase efficiency in the evaluation process, improve the natural flow of two-way communication and provide timely and meaningful feedback to staff. In addition the pilot system encourages staff and managers to set at least one goal directly linked to furthering the city's Strategic Vision
- Conducted a Human Resources Assessment Survey to identify areas for service improvements; utilized the survey results to begin making changes to address issues, increase efficiencies, and improve customer service levels
- Established a new format for the employee recognition program in an attempt to address feedback

received from staff and to increase overall participation in the event. The revisions were well received and participation increased over prior years by 22%

- Completed the transfer to and implementation of a new HRIS system. Some challenges are still being addressed, but it is expected that by the close of the fiscal year, electronic personnel changes and employee self-service features will be ready for use
- Succession planning across the city continues, with a goal toward ensuring that critical information is successfully transferred to new staff and not lost as some of our key staff members begin planning for retirement
- Initiated the Heal City Campaign, guiding the city's assessment and application for recognition of the role the City of Tigard plays in supporting the wellness of citizens and staff
- Initiated an internal wellness committee for city staff. People make healthier choices when healthy options are accessible, affordable, attractive, and convenient. Studies show that healthier staff lead to lower costs, increased efficiencies, and improved staff morale. The program will help support health education, healthier choice availability, and opportunities for staff involvement in healthy activities
- Initiated a comprehensive policy review of both Citywide Policies and Management/Non-Represented Personnel Policies to update for legal compliance, best practices, and changes to city processes as we grow
- Evaluated/reviewed the physical demands for Public Works Utility Workers classifications with a goal toward creating safer jobs, hiring fit staff and finding ways to help keep staff longer through identifying and addressing the most strenuous part of jobs. In addition the process allowed us to create fully validated, pre-employment physical capacities tests
- Recruited for some key positions within the city including a new Communication Strategist and the Public Work's Director, City Engineer, Assistant Public Work's Director and Senior Transportation Planner, using in-house resources and reducing the cost of recruitment
- Initiated a new on-boarding process that incorporates the following-increased follow-up to ensure greater blending and retention, an integration component to the city's values and strategic vision, improved policy training, and clear on-boarding roles between Human Resources and departments

GOALS & OBJECTIVES:

FY 2015-2016:

- Increase employee engagement in the city's strategic plan; ideas to explore include "strategic plan hours" as an annual part of employee expectations and ways to refresh the employee recognition programs that incorporate recognition of strategic plan efforts in addition to embodying the city values
- Negotiate a successor collective bargaining agreement with the SEIU bargaining group
- Chair and coordinate Phase II of the City/SEIU Labor Management Health Insurance Committee

whose purpose is to review insurance plan options aimed at containing insurance costs

- Establish Human Resources reporting standards to assist departments in labor force analysis
- Continue to establish efficiencies/improvements in Human Resource processes and systems to increase the ease of connectivity between our services and our customers; this will include an overhaul of the content and organization of the city's Employee Resource section of the intranet (Inside Tigard) in addition to other improvement initiatives such as a revamp of the reclassification process
- Enhance on-site training opportunities for staff and supervisors. Areas may include – project management, making effective presentations, writing for performance management, effective workplace communication, increasing customer service, valuing diversity, etc.
- Finalize a comprehensive policy review of both Citywide Policies and Management/Non-Represented Personnel Policies to update for legal compliance, best practices, and changes to city processes as we grow, including negotiating any changes, as necessary, through both the city's collective bargaining units
- Finalize and implement the new on-boarding process that incorporates -- increased follow-up to ensure greater blending and retention, an integration component to the city's values and strategic vision, improved policy training, and clearer on-boarding roles between Human Resources and departments
- Develop and implement a new staff departure process that captures metric on city performance. This will allow for trend analysis and action to be taken to both acknowledge and grow the positive trends and correct the negative trends. This should increase the city's retention of staff over time and contain the costs association with turn-over

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of HR sponsored employee events/information/education programs	20	20	20	26
Number of attendees at HR sponsored events	500	368	400	662
Number of benefit-related inquiries provided to employees	380	500	500	260
Number of FMLA/OFLA requests processed	126	95	100	80
Number of job applications received	2,200	2,000	2,100	2,200
Number of recruitments	32	30	34	42
Number of full time equivalent employees (FTE)	255.85	256.85	261.95	264.65
Number of ADA accommodation requests	NA	NA	NA	10
Number of investigations completed	NA	NA	NA	9
Number of performance management requirements (develop work plans or corrective action)	NA	NA	NA	11

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Average length of recruitments (from requisition approval to job offer)	14	14	NA	14
Citywide turnover rate	3.1%	3.5%	7.0%	10.0%
% of classification reviews completed within 15 business days	67%	60%	NA	50%
% of employees still employed after five years	66%	80%	80%	91%
% of employees successfully completing probation	80%	90%	90%	95%
# of employees that participate in city internal training activities	NA	NA	150	200
% of employees rating training as transferable to work	NA	NA	85%	NA

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
HR Assistant	0.80	0.80	0.50	0.50
HR Technician	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Principal HR Analyst	1.00	1.00	1.00	1.00
Risk/HR Benefits Manager	0.00	0.00	0.00	0.30
Senior HR Analyst	1.00	1.00	1.00	1.00
Total FTE	4.80	4.80	4.50	4.80

HUMAN RESOURCES

BUDGET UNIT: 1100

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
4.80	4.80	4.50	Total FTE	4.50	4.50	4.80	
370,241	373,716	389,228	51001 - Salaries - Management	402,711	402,711	402,711	3.5%
7,931	4,644	2,000	51005 - Part Time - Temporary	8,137	8,137	8,137	306.9%
378,172	378,359	391,228	Total Personal Services - Salaries	410,848	410,848	410,848	5.0%
5,396	5,265	4,671	52001 - Unemployment	2,055	2,055	2,055	-56.0%
723	716	1,086	52002 - Worker's Compensation	2,149	2,149	2,149	97.9%
28,563	28,231	29,776	52003 - Social Security/Medicare	31,399	31,399	31,399	5.5%
2,677	2,722	2,817	52004 - Tri-Met Tax	2,974	2,974	2,974	5.6%
49,896	38,687	54,491	52005 - Retirement	54,831	54,831	54,831	0.6%
2,900	3,034	3,000	52007 - VEBA - ER	3,090	3,090	3,090	3.0%
481	465	2,655	52008 - Life Ins/ADD/LTD	2,735	2,735	2,735	3.0%
1,328	1,007	0	52009 - Long Term Disability	0	0	0	0.0%
41,014	43,056	63,748	52010 - Medical/Dental/Vision	61,954	61,954	61,954	-2.8%
4,651	5,691	0	52011 - Dental Benefits	0	0	0	0.0%
-1,942	-6,021	3,500	52012 - Accrued Vacation	0	0	0	-100.0%
135,687	122,852	165,744	Total Personal Services - Benefits	161,187	161,187	161,187	-2.7%
3,523	3,719	12,650	53001 - Office Supplies	10,650	10,650	10,650	-15.8%
3,523	3,719	12,650	Total Supplies	10,650	10,650	10,650	-15.8%
4,065	31,915	8,500	54001 - Professional/Contractual Services	6,500	6,500	6,500	-23.5%
71,624	106,466	119,620	54003 - Legal Fees	86,348	86,348	86,348	-27.8%
499	356	1,080	54205 - Utilites - Phone/Pager/Cells	0	0	0	-100.0%
422	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
1,289	545	2,940	54302 - Dues & Subscriptions	2,940	2,940	2,940	0.0%
17,979	3,444	34,300	54303 - Travel and Training	34,300	34,300	34,300	0.0%
10,586	6,130	12,500	54311 - Special Department Expenses	12,500	12,500	12,500	0.0%
106,464	148,855	178,940	Total Services	142,588	142,588	142,588	-20.3%
13,603	10,545	5,500	56004 - Computer Hardware and Software	5,500	5,500	5,500	0.0%
13,603	10,545	5,500	Total Capital Improvement	5,500	5,500	5,500	0.0%
637,449	664,331	754,062	Total Human Resources	730,773	730,773	730,773	-3.1%

PROGRAM DESCRIPTION:

The City of Tigard Risk Management Division is tasked with proactively identifying and managing the inherent risks of providing municipal services. Potential losses are mitigated through loss prevention programs and training, an employee safety committee, insurance and self-insurance funded programs.

The division provides risk management services to the City Council and all city departments. The Assistant to the City Manager reports directly to the City Manager. Risk Management provides a comprehensive program that strives to achieve the following citywide results:

- Establish, to the extent possible, a work and service environment in which the public and city staff can enjoy safety and security in the course of their daily pursuits.
- Preserve assets and service capabilities by minimizing the total long-term cost of unplanned losses and their physical and financial consequences.
- Advise and otherwise assist the City Manager, other city staff and the public on liability reduction and safety enhancement.

PROGRAM RESULTS:

- Reduce harm and adverse financial impact to the city by providing legally-mandated health and safety services, insurance programs, and other services.
- Ensure the city's ability to quickly recover from accidental loss by cost-effectively balancing risk retention and risk transfer.
- Investigate, evaluate and resolve liability, property damage and workers compensation claims including the pursuit of third party loss recovery.

ACCOMPLISHMENTS:

FY 2014-2015:

- Preserved city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rates.
- Provided internal consulting services for all departments on risk reduction matters. This included managing & coordinating employee safety awareness and training in claims handling, ADA program updates with a special focus on providing activities and services which were accessible, public contracting and insurance reviews, and conducting risk assessments prior to starting or changing services and contracts.
- Provided special project support for City Manager to ensure effective and efficient services.
- Managed successful franchise negotiations with telecommunications utility providers and Portland General Electric.

- Maintained and updated city's social media presence on Facebook (750 likes), Instagram (85 followers), Pinterest (82 followers), and Twitter (2,104 followers).
- Supported the City's Strategic Plan by serving as a project manager for meetings, coordination, and agenda setting.
- Managed the city's participation in the University of Oregon Sustainable Cities Project.
- Oversight and coordination of the Public Works, HR & Risk project team to create accurate job descriptions and job analysis for field jobs in order to make the tasks safer.
- Recovered over \$30,000 of city expenditures through maximizing use of all available incentive funds and grants, as well as pursuit of recovery of costs on losses sustained by the city.
- Liaisoned with Meals on Wheels People to continue to provide senior services to the community and negotiated a new 5-year service contract.

GOALS & OBJECTIVES:

FY 2015-2016:

- Preserve city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rates recognizing the continued hard insurance market for flood, quake and pollution coverage.
- Continue focused support of the City's Strategic Plan and manage the agenda for citywide staff strategic planning meetings and coordinate strategic plan efforts between departments.
- Enhance two-way citizen engagement via Facebook, Instagram, Twitter, and Pinterest.
- Provide special project support for City Manager to ensure effective and efficient services.
- Provide internal consulting services for all departments on ADA Title II compliance, risk management and utility franchise issues.
- Coordinate the citywide safety committee to maintain and improve employee safety and health awareness.
- Serve as the liaison between the University of Oregon Sustainable Cities project and Public Works on Park Maintenance Funding Analysis.
- Update to citywide risk management/safety policies and procedures manual.
- Implement Public Works Ergonomic Review Program for new hires and existing work functions to continue to reduce work injury potential in the field.
- Begin implementing successful transition strategies for uninterrupted service delivery with staff retirement.
- Liaison with Meals on Wheels People to continue to provide senior services to the community.

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of general liability claims (property and casualty)	36	36	48	40
Number of vehicle collisions	13	17	28	20
Number of preventable auto collisions	5	8	11	10
Number of workers' compensation claims	21	24	13	20
Total recovered funds (EAIP wages, worksite mod, salary continuation, and restitution)	\$45,830	\$54,100	\$42,279	\$24,000

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Vehicle collisions which were preventable by city driver	38%	47%	40%	40%
Workers' compensation experience rating modifier: Target is < 1.0	0.81	0.88	0.99	0.90
Average number of worker days lost per workers' compensation claim	10.2	5.4	4.0	4.0
Percentage of general liability claims resulting in litigation	5.6%	5.9%	2.8%	2.5%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Assistant to the City Manager	0.80	0.80	0.80	0.60
Risk Management Technician	0.50	0.50	0.50	0.50
Risk/HR Benefits Manager	0.00	0.00	0.00	0.70
Senior Management Analyst	0.80	0.80	0.80	0.50
Total FTE	2.10	2.10	2.10	2.30

RISK MANAGEMENT

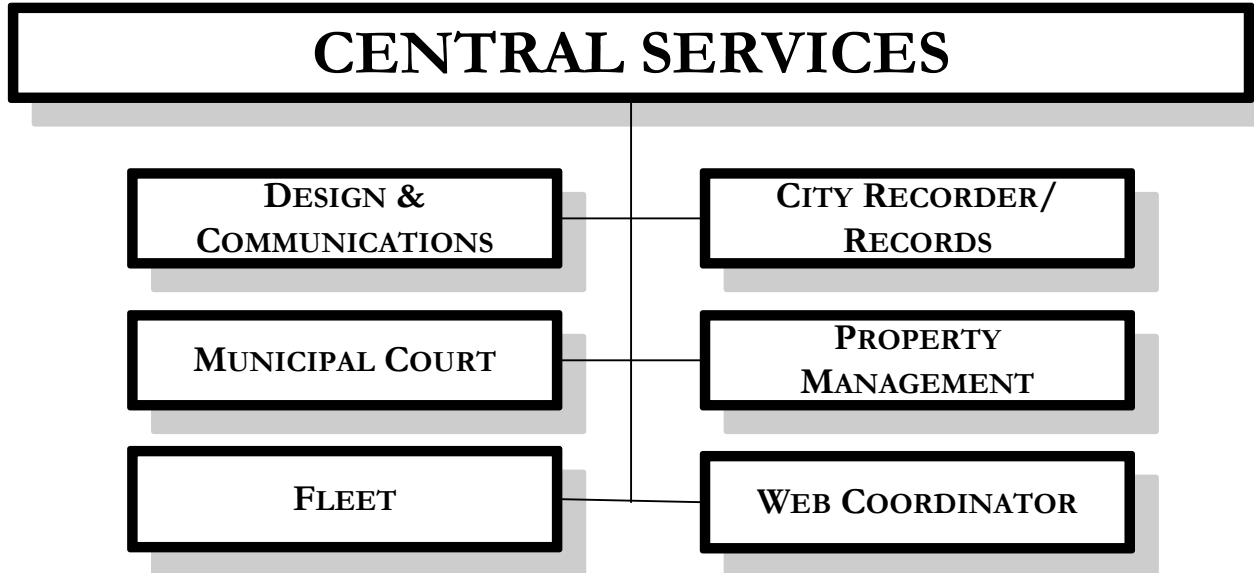
BUDGET UNIT: 1200

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
2.10	2.10	2.10	Total FTE	1.60	1.60	2.30	
142,799	139,329	168,713	51001 - Salaries - Management	159,567	159,567	159,567	-5.4%
142,799	139,329	168,713	Total Personal Services - Salaries	159,567	159,567	159,567	-5.4%
2,047	1,938	2,025	52001 - Unemployment	794	794	794	-60.8%
289	282	471	52002 - Worker's Compensation	440	440	440	-6.6%
11,210	10,863	12,906	52003 - Social Security/Medicare	12,129	12,129	12,129	-6.0%
1,019	1,002	1,221	52004 - Tri-Met Tax	1,149	1,149	1,149	-5.9%
17,848	20,457	23,619	52005 - Retirement	18,694	18,694	18,694	-20.9%
1,472	1,380	1,560	52007 - VEBA - ER	1,470	1,470	1,470	-5.8%
224	229	1,381	52008 - Life Ins/ADD/LTD	1,302	1,302	1,302	-5.7%
485	477	0	52009 - Long Term Disability	0	0	0	0.0%
2,788	2,885	5,422	52010 - Medical/Dental/Vision	9,965	9,965	9,965	83.8%
361	355	0	52011 - Dental Benefits	0	0	0	0.0%
-5,906	488	0	52012 - Accrued Vacation	0	0	0	0.0%
31,837	40,357	48,605	Total Personal Services - Benefits	45,943	45,943	45,943	-5.5%
429	466	550	53001 - Office Supplies	500	500	500	-9.1%
0	35	500	53002 - Small Tools & Equipment	0	0	0	-100.0%
429	501	1,050	Total Supplies	500	500	500	-52.4%
40,924	37,559	37,300	54001 - Professional/Contractual Services	38,404	38,404	38,404	3.0%
13,919	15,963	14,000	54003 - Legal Fees	14,000	14,000	14,000	0.0%
3,090	690	3,400	54006 - Software License and Maintenance	5,400	5,400	5,400	58.8%
0	496	0	54300 - Advertising & Publicity	300	300	300	100.0%
0	450	450	54302 - Dues & Subscriptions	450	450	450	0.0%
3,034	969	1,700	54303 - Travel and Training	3,919	3,919	3,919	130.5%
275,655	288,456	429,590	54307 - Insurance	440,592	440,592	440,592	2.6%
4,389	441	190	54311 - Special Department Expenses	200	200	200	5.3%
341,011	345,024	486,630	Total Services	503,265	503,265	503,265	3.4%
516,076	525,212	704,998	Total Risk Management	709,275	709,275	709,275	0.6%

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
			Total FTE				
78	4,305	0	54003 - Legal Fees	0	0	0	0.0%
33,492	14,537	50,000	54311 - Special Department Expenses	50,000	50,000	50,000	0.0%
33,570	18,842	50,000	Total Services	50,000	50,000	50,000	0.0%
33,570	18,842	50,000	Total Risk Management	50,000	50,000	50,000	0.0%

Occasionally the Insurance Fund is used to pay for some expenses directly related to Risk Management.

CENTRAL SERVICES ORGANIZATION CHART



Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Proposed	FY 2016 Approved	FY 2016 Adopted	2016 Adopted vs.2015 Revised
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Number of Positions	10.85	10.85	10.85	17.05	17.05	17.05	
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Budget By Category

Personal Services	965,041	984,733	1,046,280	1,768,265	1,768,265	1,768,265	69.0%
Materials & Services	260,123	311,840	334,398	1,403,087	1,406,587	1,406,587	320.6%
Interdepartmental Costs	87,507	100,737	121,143	116,202	116,202	116,202	-4.1%
Capital Outlay	0	0	9,404	136,764	136,764	136,764	1354.3%
Total All Category	1,312,671	1,397,310	1,511,225	3,424,318	3,427,818	3,427,818	126.8%

Budget By Division

Design & Communications	442,944	456,488	483,695	571,811	571,811	571,811	18.2%
Municipal Court	476,317	460,425	544,871	576,678	576,678	576,678	5.8%
City Recorder/Records	393,411	480,397	482,659	426,967	426,967	426,967	-11.5%
Fleet Maintenance	0	0	0	203,772	203,772	203,772	100.0%
Property Management	0	0	0	1,645,090	1,648,590	1,648,590	100.0%
Total All Division	1,312,671	1,397,310	1,511,225	3,424,318	3,427,818	3,427,818	126.8%

Budget by Fund

General Fund - 100	476,317	460,425	544,871	576,678	576,678	576,678	5.8%
Water Debt Service Fund - 533	0	0	0	0	0	0	0.0%
Central Services Fund - 600	836,354	936,885	966,354	998,778	998,778	998,778	3.4%
Fleet/Property Management Fun	0	0	0	1,848,862	1,852,362	1,852,362	100.0%
Total All Fund	1,312,671	1,397,310	1,511,225	3,424,318	3,427,818	3,427,818	126.8%

PROGRAM DESCRIPTION:

The Design & Communications Division is an in-house team that provides centralized resources in support of the city's branding and communications efforts, and City Council's desire for effective communication with the public. These resources include full-service marketing and graphic design work for informational and promotional materials, from concept to deliverables; mailing and shipping services; reprographic services; and oversight of the city's leased copier program.

The division is managed by the Central Services Director, who reports to the assistant city manager. Division personnel are supervised by the graphic services supervisor. Typical work includes the development, design and production of presentation and informational materials, including brochures, flyers, signage, newsletters, forms and stationery, in both print and electronic formats, as well as artwork for promotional items.

Division staff also:

- Act as "keepers of the city's brand" by providing documentation, advice and direction to departments regarding city standards for communication materials and use of the city's logo.
- Work with vendors, contractors, and city staff who are involved in producing informational materials to ensure brand consistency.
- Work with departments to assess and refine communication/design project needs and make recommendations for appropriate and cost-effective collateral.
- Write and edit text for projects, as time allows.
- Coordinate with vendors for specialized services that cannot be provided in-house.

This team provides services that can be accomplished with existing staffing levels, within established time frames, using customary materials. New projects, and those requiring longer time commitments, are completed within negotiated time frames. Departments are responsible for the cost of any special materials and/or vendor services necessary to meet project requirements. Cost estimates are supplied in advance, when requested.

PROGRAM RESULTS:

- Communications, presentation and marketing materials are developed for all departments to effectively inform citizens, and promote city programs, projects and events. This work includes conceptualization, brand development, graphic design, photography, copywriting and editing.
- In-house reprographics services—including cost-effective duplicating and bindery services—are provided to all departments on an as-time-permits basis. Staff also assists with vending work that cannot be accomplished in-house, due to time or equipment limitations.
- Handling and distribution of incoming/outgoing U.S. mail and interoffice mail is provided to all departments on a daily basis. Assistance with UPS, FedEx and other shipping services is also provided. Staff research and recommend cost-effective mail/shipping methods, based on project requirements.

- The division provides backup services for updating the city's web and intranet pages and provides graphic design for website and webpage elements.

ACCOMPLISHMENTS:

FY 2014-2015:

- Provided high-quality and cost-effective graphic design, reprographic and mailing/shipping services
- Significantly increased the number, range and quality of photos available in the division's photo library
- Increased the amount of time spent on projects division-wide
- Acquired a commercial cutting machine and computerized folder/insertter which will save a significant amount of labor citywide, and allow previously outsourced work to be brought in-house at reduced cost
- Played an integral role in the design of the city's new web pages
- Played an integral role in the city's transition from a printed and mailed newsletter to an electronic-only format. This included a communications plan to inform the public of the change and solicit email addresses, as well as the assumption of design and production of the newsletter with a newly redesigned and more interactive format beginning in January of 2015
- Provided design and communications-related support for many city programs/projects, including:
 - River Terrace Annexation
 - Tigard Triangle
 - Main Street Green Street
 - Tigard's 20-year Strategic Plan
 - Tigard-Lake Oswego Water Partnership
 - Economic Development Programs
 - Downtown Tigard Greenfields Program
 - CIP Budget
 - Police Electronic Kiosk image files
 - Fanno Creek Regional Trail monument sign at Main Street
 - Police Youth Peer Court materials
 - Women's Self Defense Program
 - Distracted Driver Diversion Program
 - 2013 Police Annual Report
 - 2013 Legislative Lobbying materials
 - Cook Park Interpretive signs
 - Tigard Public Library's 10th Birthday (of the new building) Celebration
 - Quarterly Library Adult, Teen and Kids program brochures
 - Slurry Seal and Pavement Management Program
 - Southwest Corridor/High-capacity Transit
 - Park Bond outreach materials

GOALS & OBJECTIVES:

FY 2015-2016:

- Continue to advocate for modern, timely and effective methods of providing information to Tigard citizens, including a weekly, web-based, mobile-friendly e-newsletter
- Continue to research and recommend innovative software and equipment to conserve resources and provide a more effective user experience with the materials we develop.
- Continue to help to integrate the city's strategic plan vision of a walkable and connected community identity into all appropriate communications materials
- Assist with the evolution of the city's new website

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of hours spent on design projects	1,317	1,438	1,800	1,952
Number of hours spent on reprographic and mailing projects	680	689	546	580
Number of mail pieces sent annually through the mailroom	63,146	61,923	62,147	62,850

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Design projects delivered by committed date	99%	99%	99%	99%
Reprographics and mailing projects delivered by committed date	99%	99%	99%	99%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Assistant City Manager	0.20	0.20	0.20	0.20
Central Services Director	0.25	0.25	0.25	0.25
Graphic Designer	0.80	0.80	0.80	1.00
Graphic Services Supervisor	1.00	1.00	1.00	1.00
Reprographics Specialist	0.80	0.80	0.80	0.60
Total FTE	3.05	3.05	3.05	3.05

DESIGN & COMMUNICATIONS

BUDGET UNIT: 1300

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
3.05	3.05	3.05	Total FTE	3.05	3.05	3.05	
122,238	124,162	123,673	51001 - Salaries - Management	135,568	135,568	135,568	9.6%
45,996	5,487	0	51002 - Salaries - General	67,806	67,806	67,806	100.0%
36,581	79,599	87,345	51004 - Part Time - Regular	99,887	99,887	99,887	14.4%
0	0	0	51006 - Overtime	0	0	0	0.0%
204,815	209,248	211,018	Total Personal Services - Salaries	303,261	303,261	303,261	43.7%
2,924	2,913	2,532	52001 - Unemployment	1,206	1,206	1,206	-52.4%
392	451	576	52002 - Worker's Compensation	633	633	633	9.9%
15,294	15,593	16,142	52003 - Social Security/Medicare	18,408	18,408	18,408	14.0%
1,451	1,506	1,527	52004 - Tri-Met Tax	1,745	1,745	1,745	14.3%
25,159	25,802	26,049	52005 - Retirement	29,537	29,537	29,537	13.4%
2,670	2,670	2,670	52007 - VEBA - ER	2,670	2,670	2,670	0.0%
398	389	1,142	52008 - Life Ins/ADD/LTD	1,142	1,142	1,142	0.0%
700	676	0	52009 - Long Term Disability	0	0	0	0.0%
41,746	39,333	48,524	52010 - Medical/Dental/Vision	40,527	40,527	40,527	-16.5%
5,196	5,160	0	52011 - Dental Benefits	0	0	0	0.0%
6,025	-554	0	52012 - Accrued Vacation	1,421	1,421	1,421	100.0%
101,955	93,940	99,162	Total Personal Services - Benefits	97,289	97,289	97,289	-1.9%
86,456	95,762	75,871	53001 - Office Supplies	80,331	80,331	80,331	5.9%
0	0	0	53002 - Small Tools & Equipment	6,500	6,500	6,500	100.0%
245	221	350	53003 - Fuel	350	350	350	0.0%
86,701	95,983	76,221	Total Supplies	87,181	87,181	87,181	14.4%
0	108	150	54001 - Professional/Contractual Services	190	190	190	26.7%
0	507	10,000	54004 - Printing Services	3,000	3,000	3,000	-70.0%
178	273	650	54113 - R & M - Vehicles	650	650	650	0.0%
25,609	32,999	40,750	54114 - R & M - Office Equipment	40,850	40,850	40,850	0.2%
0	139	300	54300 - Advertising & Publicity	800	800	800	166.7%
60	0	0	54301 - Fees and Charges	0	0	0	0.0%
672	827	642	54302 - Dues & Subscriptions	642	642	642	0.0%
949	516	5,000	54303 - Travel and Training	10,000	10,000	10,000	100.0%
22,003	21,769	30,398	54309 - Rents and Leases	26,241	26,241	26,241	-13.7%
0	180	0	54311 - Special Department Expenses	0	0	0	0.0%
49,471	57,317	87,890	Total Services	82,373	82,373	82,373	-6.3%
0	0	1,404	56004 - Computer Hardware and Software	1,707	1,707	1,707	21.6%
0	0	8,000	56006 - Equipment	0	0	0	-100.0%
0	0	9,404	Total Capital Improvement	1,707	1,707	1,707	-81.8%
442,942	456,488	483,695	Total Design & Communications	571,811	571,811	571,811	18.2%

PROGRAM DESCRIPTION:

The Tigard Municipal Court is the judicial branch of city government. The court has the authority to hear a wide range of cases arising under Oregon law and the Tigard Municipal Code. As the judicial branch of local government, the court is committed to:

- Resolve cases in a manner that is fair and impartial.
- Treat all defendants, police officers and witnesses with respect as we provide services that are efficient, timely and accurate.
- Listen carefully so members of the public will feel that their unique situations have been addressed.
- Provide education about Oregon law and traffic safety concerns within Tigard with the goal of helping to make our community safer.

The majority of cases filed in our municipal court are traffic and parking citations that arose within the city limits and were issued by officers of the Tigard Police Department. However, there are occasions when more serious cases, or citations issued by an officer from a different law enforcement agency, are filed in our court.

The Municipal Court Judge determines the judicial philosophy for the court and creates court rules to ensure consistent service to the citizens involved in Tigard's judicial system. The judge presides over arraignments, special hearings and trials. Judgments often include fines and may include other sentences such as traffic school or unsupervised probation. Additionally, the judge creates written materials that provide information about laws and promote safety within the city.

Many of the daily responsibilities of the court staff are guided by the court rules established by the judge. The rules allow staff to reduce presumptive fine amounts for many citizens, set cases for new hearing dates, establish payment plans and enforce judgments through collection actions.

PROGRAM RESULTS:

- Judicial decisions are fair and impartial.
- Court services are efficient, timely and accurate.
- Public education is provided about Oregon law and traffic safety concerns in Tigard.

ACCOMPLISHMENTS:

FY 2014-2015:

- The process and procedures for customers to participate in the defensive driving program offered by the police department were updated; including adding the program parameters to Rule #6, creating an informational handout for customers, providing diversion information and instructions for attending the program, and documentation of the court process for offering the program and recording compliance was created
- Staff coordinated with the case management software and collections vendors to automate submission of overdue accounts to the collection agency

- Staff implemented the use of courtroom session to expedite processing of cases.
- The judge and staff attended conferences and seminars to expand their knowledge of municipal court best practices

GOALS & OBJECTIVES:

FY 2015-2016:

- Continue to track Motor Vehicles' progress in developing software to submit conviction information electronically. If the functionality becomes available this fiscal year, work with the case management vendor to submit convictions
- Provide online access to the case management software for customers to look at dockets and look up case information
- Monitor and implement legislation related to municipal court
- Provide public education on traffic safety to promote safety within Tigard

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Guilty by default	937	873	850	925
Total financial obligation assessed	\$1,297,225	\$1,198,943	\$1,107,200	\$1,211,000
Total amount collected	\$1,189,235	\$1,091,952	\$1,024,000	\$1,120,000
Number of trials docketed	727	636	590	650
Number of licenses suspended for failure to pay fine	1,038	764	950	1,040
Number of traffic violations processed	8,240	6,785	6,400	7,000

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Fines collected during the year compared to amount assessed	91%	91%	91%	92%
Cases resulting in license suspension for failure to pay	12.5%	12%	12%	11%
Cases disposed of within 90 days of issuance of citation	97%	97%	97%	97%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Central Services Director	0.50	0.50	0.50	0.50
Court Clerk II	2.90	2.90	2.90	2.90
Municipal Judge	0.25	0.25	0.25	0.25
Total FTE	3.65	3.65	3.65	3.65

MUNICIPAL COURT

BUDGET UNIT: 1400

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
3.65	3.65	3.65	Total FTE	3.65	3.65	3.65	
95,481	98,013	97,929	51001 - Salaries - Management	126,486	126,486	126,486	29.2%
95,347	79,102	95,195	51002 - Salaries - General	98,260	98,260	98,260	3.2%
43,104	44,542	44,645	51004 - Part Time - Regular	47,133	47,133	47,133	5.6%
0	0	0	51006 - Overtime	0	0	0	0.0%
0	0	0	51007 - Incentive Pay	611	611	611	100.0%
233,932	221,657	237,769	Total Personal Services - Salaries	272,490	272,490	272,490	14.6%
3,337	3,083	2,870	52001 - Unemployment	1,374	1,374	1,374	-52.1%
387	333	400	52002 - Worker's Compensation	412	412	412	3.0%
17,917	16,804	18,297	52003 - Social Security/Medicare	20,914	20,914	20,914	14.3%
1,656	1,595	1,731	52004 - Tri-Met Tax	1,985	1,985	1,985	14.7%
20,366	16,722	27,889	52005 - Retirement	32,450	32,450	32,450	16.4%
3,000	2,890	3,600	52007 - VEBA - ER	3,000	3,000	3,000	-16.7%
205	179	1,355	52008 - Life Ins/ADD/LTD	824	824	824	-39.2%
570	457	0	52009 - Long Term Disability	0	0	0	0.0%
33,401	29,868	44,354	52010 - Medical/Dental/Vision	37,247	37,247	37,247	-16.0%
3,826	3,467	0	52011 - Dental Benefits	0	0	0	0.0%
0	0	1,795	52012 - Accrued Vacation	1,820	1,820	1,820	1.4%
84,665	75,397	102,291	Total Personal Services - Benefits	100,026	100,026	100,026	-2.2%
1,010	1,276	2,975	53001 - Office Supplies	2,040	2,040	2,040	-31.4%
1,010	1,276	2,975	Total Supplies	2,040	2,040	2,040	-31.4%
29,250	24,584	30,500	54001 - Professional/Contractual Services	30,000	30,000	30,000	-1.6%
31,840	28,100	40,000	54003 - Legal Fees	40,250	40,250	40,250	0.6%
6,600	5,500	8,765	54006 - Software License and Maintenance	8,765	8,765	8,765	0.0%
0	0	250	54115 - Vehicle Usage	0	0	0	-100.0%
0	501	455	54300 - Advertising & Publicity	400	400	400	-12.1%
607	732	927	54302 - Dues & Subscriptions	935	935	935	0.9%
450	1,600	3,300	54303 - Travel and Training	5,000	5,000	5,000	51.5%
457	340	790	54311 - Special Department Expenses	570	570	570	-27.8%
69,204	61,357	84,987	Total Services	85,920	85,920	85,920	1.1%
11,036	6,220	8,281	58100 - Indirect Charges- City Management	11,264	11,264	11,264	36.0%
12,100	11,810	15,168	58110 - Indirect Charges- Human Resources	14,047	14,047	14,047	-7.4%
3,736	3,118	4,772	58120 - Indirect Charges- Risk Management	4,600	4,600	4,600	-3.6%
18,470	23,745	22,437	58130 - Indirect Charges- Office Services	17,132	17,132	17,132	-23.6%
518	689	638	58150 - Indirect Charges- Records	557	557	557	-12.7%
500	256	294	58200 - Indirect Charges- Finance Administration	529	529	529	79.9%
12,085	24,076	28,366	58210 - Indirect Charges- Financial Operations	29,261	29,261	29,261	3.2%
22,142	23,644	27,035	58230 - Indirect Charges- Technology	28,382	28,382	28,382	5.0%
359	404	2,175	58250 - Indirect Charges- Contracts and Purchasing	1,071	1,071	1,071	-50.8%
6,560	6,776	7,683	58640 - Indirect Charges- Property	9,359	9,359	9,359	21.8%
87,506	100,737	116,849	Total Internal Services	116,202	116,202	116,202	-0.6%
476,317	460,425	544,871	Total Municipal Court	576,678	576,678	576,678	5.8%

PROGRAM DESCRIPTION:

The City Recorder/Records section is supervised by the City Recorder and managed by the Central Services Director, who reports to the Assistant City Manager.

The City Recorder section provides legislative, electoral and record-keeping services to the City Council, the public and staff. This section also manages public access to the legislative process to ensure compliance with legislative requirements and openness of the decision-making process.

City-wide support includes file management, records retrieval, coordination of litigation records and training on records management issues. The section develops and updates policies supporting the retention and disposition of city records in accordance with schedules developed by the State of Oregon Division of Archives and adopted by the City Council. This section creates the destruction lists for departmental approval and coordinates the destruction of the approved records.

Additionally, staff provides assistance to the public by responding to their requests for public records and Notary Public services.

PROGRAM RESULTS:

- Centralized and efficient customer service is provided to internal and external customers
- City Recorder support is provided to City Council
- Records are provided to the public as required under Oregon's public records law
- Management of inactive departmental records is provided
- City records are protected through use of current records management practices and technology

ACCOMPLISHMENTS:

FY 2014-15:

- Managed and coordinated elections for mayor and two councilor positions
- Improved public access for land use, publications and board and committee records through the electronic document management system link to the website
- Provided administrative support for additional meetings scheduled this year including 11 Mayor's Fireside Chats and 4 town hall meetings hosted by individual councilors
- Through the efforts of a limited-duration records technician, completed entering over 62.5 boxes of paper land use files into the electronic document management system
- Implemented software to capture social media communications from the city
- Implemented electronic document recording process

GOALS & OBJECTIVES:

FY 2015-16:

- Scan older building plan microfiche into electronic data management system to expedite public and staff records requests and research
- Grow the electronic document management system to give additional and faster access to public records to the public
- Update Tigard Municipal Code, Community Development Code and Charter to reflect changes identified in charter and code review
- Manage and coordinate election requirements for any charter amendments

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Annual number of agenda item summaries processed for council meeting packets. (New measurement 2010-2011)	300	312	300	300
Number of City Council meetings where minutes were taken	48	59	62	62
Average cubic feet of records destroyed annually	100	100	188	150
Average number of records requested per month	80	80	59	60
Average length of time required to provide records (minutes)	10	11	18	15
Average number of records entered in the file system per month.	2,600	2,650	757	700

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Municipal Code updates posted online by effective date (%)	100%	100%	100%	100%
City Council minutes completed within two business meetings (5)	70%	75%	75%	65%
Records meeting the minimum retention requirements are destroyed (%)	90%	90%	95%	95%
Microfilmed records transmitted to archives (%)	95%	90%	90%	90%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Assistant City Manager	0.10	0.10	0.10	0.10
Central Services Director	0.25	0.25	0.25	0.25
City Recorder	1.00	1.00	1.00	1.00
Deputy City Recorder	1.00	1.00	1.00	1.00
Records Management Specialist	1.00	1.00	1.00	1.00
Records Technician	0.80	0.80	0.80	0.00
Total FTE	4.15	4.15	4.15	3.35



As of January, 2015, there were 27,702 registered voters in Tigard. Oregon was one of the first states to use mail in voting, and Tigard has a drive through ballot box for citizen's convenience.

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
4.15	4.15	4.15	Total FTE	3.35	3.35	3.35	
171,758	174,808	171,672	51001 - Salaries - Management	162,765	162,765	162,765	-5.2%
56,904	59,730	58,917	51002 - Salaries - General	62,215	62,215	62,215	5.6%
0	29,961	31,040	51004 - Part Time - Regular	0	0	0	-100.0%
0	0	3,200	51005 - Part Time - Temporary	1,628	1,628	1,628	-49.1%
228,662	264,499	264,829	Total Personal Services - Salaries	226,608	226,608	226,608	-14.4%
3,274	3,682	3,241	52001 - Unemployment	1,152	1,152	1,152	-64.5%
489	553	733	52002 - Worker's Compensation	616	616	616	-16.0%
18,015	20,507	20,669	52003 - Social Security/Medicare	17,569	17,569	17,569	-15.0%
1,627	1,902	1,956	52004 - Tri-Met Tax	1,667	1,667	1,667	-14.8%
29,747	32,041	33,778	52005 - Retirement	29,375	29,375	29,375	-13.0%
2,419	3,210	3,210	52007 - VEBA - ER	2,310	2,310	2,310	-28.0%
361	408	1,620	52008 - Life Ins/ADD/LTD	1,434	1,434	1,434	-11.5%
740	802	0	52009 - Long Term Disability	0	0	0	0.0%
44,920	51,453	60,354	52010 - Medical/Dental/Vision	61,910	61,910	61,910	2.6%
5,349	6,101	0	52011 - Dental Benefits	0	0	0	0.0%
4,072	-667	5,650	52012 - Accrued Vacation	3,002	3,002	3,002	-46.9%
111,013	119,992	131,211	Total Personal Services - Benefits	119,035	119,035	119,035	-9.3%
2,244	2,758	3,330	53001 - Office Supplies	3,010	3,010	3,010	-9.6%
0	0	300	53003 - Fuel	200	200	200	-33.3%
0	0	3,000	53006 - Technology Equipment under \$5,000	3,000	3,000	3,000	0.0%
2,244	2,758	6,630	Total Supplies	6,210	6,210	6,210	-6.3%
13,019	11,598	17,600	54001 - Professional/Contractual Services	21,600	21,600	21,600	22.7%
12,412	22,171	16,350	54003 - Legal Fees	12,350	12,350	12,350	-24.5%
21,102	9,294	33,500	54006 - Software License and Maintenance	30,000	30,000	30,000	-10.4%
393	0	600	54114 - R & M - Office Equipment	600	600	600	0.0%
0	216	300	54205 - Utilites - Phone/Pager/Cells	300	300	300	0.0%
255	739	600	54300 - Advertising & Publicity	600	600	600	0.0%
195	1,039	1,000	54301 - Fees and Charges	2,000	2,000	2,000	100.0%
835	800	1,025	54302 - Dues & Subscriptions	1,050	1,050	1,050	2.4%
2,802	3,513	4,000	54303 - Travel and Training	5,549	5,549	5,549	38.7%
0	43,247	0	54304 - Election Expenses	0	0	0	0.0%
481	530	720	54311 - Special Department Expenses	1,065	1,065	1,065	47.9%
51,494	93,148	75,695	Total Services	75,114	75,114	75,114	-0.8%
0	0	885	58100 - Indirect Charges- City Management	0	0	0	-100.0%
0	0	556	58110 - Indirect Charges- Human Resources	0	0	0	-100.0%
0	0	177	58120 - Indirect Charges- Risk Management	0	0	0	-100.0%
0	0	704	58130 - Indirect Charges- Office Services	0	0	0	-100.0%
0	0	723	58150 - Indirect Charges- Records	0	0	0	-100.0%
0	0	11	58200 - Indirect Charges- Finance Administration	0	0	0	-100.0%
0	0	553	58210 - Indirect Charges- Financial Operations	0	0	0	-100.0%
0	0	675	58230 - Indirect Charges- Technology	0	0	0	-100.0%
0	0	10	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	-100.0%
0	0	4,294	Total Internal Services	0	0	0	-100.0%
393,413	480,397	482,659	Total City Recorder/Records	426,967	426,967	426,967	-11.5%

PROGRAM DESCRIPTION:

The Fleet Maintenance Division provides services to achieve sustainability in the maintenance, operation and timely replacement of all city vehicles and equipment. The division provides both contractual oversight and in-house assistance for the routine maintenance and repair of all city vehicles and equipment.

PROGRAM RESULTS:

The Fleet Maintenance Division maintains and repairs city vehicles and equipment with an emphasis on safety, cost effectiveness and dependability.

ACCOMPLISHMENTS:

FY 2014-2015:

- Implemented Computerized Maintenance Management System (CMMS) asset management system and work planning module to track workload performance
- Completed capital replacements: two vehicles for the Public Works Department, six vehicles and two motorcycles for the Police Department

Improved tracking and managing fleet inventory and established a drop-off location for recycling tires, batteries and oils

GOALS & OBJECTIVES:

FY 2015-2016:

- Computerized Maintenance Management System (CMMS): Implement mobile citizen to internal staff to report non-emergency vehicle and equipment service requests
- Complete capital purchases: two vehicles for the Public Works Department; and six vehicles and one motorcycle for the Police Department
- Investigate automated methods to allocate inventory charge out of CMMS system and update information into Springbrook. Continue to analyze contractual versus in-house maintenance options for vehicles and equipment

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of assets maintained in Fleet	151	305	650	650
Number of other vehicle work orders	247	435	450	450
Number of scheduled vehicle maintenance work orders	103	335	350	350
Number of vehicle repair work orders	345	505	450	450
Total number of fleet work orders	804	1,275	1,300	1,300

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of other vehicle work orders	247	313	320	320
Number of scheduled vehicle maintenance work orders	103	200	200	200
Number of vehicles maintained in fleet	151	157	160	142
Number of vehicle repair work orders	345	408	410	410
Total number of equipment work orders	109	158	160	160
Total Petroleum usage (gallons)	84,523	83,954	82,000	83,000

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Administrative Specialist II	1.00	0.45	0.45	0.30
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Utility Worker I	0.00	0.00	1.00	1.00
Total FTE	1.50	0.95	1.95	1.80



FLEET MAINTENANCE

BUDGET UNIT: 6350

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
			Total FTE	1.80	1.80	1.80	
0	0	0	51001 - Salaries - Management	34,122	34,122	34,122	100.0%
0	0	0	51002 - Salaries - General	62,077	62,077	62,077	100.0%
0	0	0	51005 - Part Time - Temporary	16,871	16,871	16,871	100.0%
0	0	0	51006 - Overtime	2,035	2,035	2,035	100.0%
0	0	0	Total Personal Services - Salaries	115,105	115,105	115,105	100.0%
0	0	0	52001 - Unemployment	579	579	579	100.0%
0	0	0	52002 - Worker's Compensation	2,497	2,497	2,497	100.0%
0	0	0	52003 - Social Security/Medicare	16,635	16,635	16,635	100.0%
0	0	0	52004 - Tri-Met Tax	837	837	837	100.0%
0	0	0	52005 - Retirement	11,217	11,217	11,217	100.0%
0	0	0	52007 - VEBA - ER	1,470	1,470	1,470	100.0%
0	0	0	52008 - Life Ins/ADD/LTD	508	508	508	100.0%
0	0	0	52010 - Medical/Dental/Vision	21,254	21,254	21,254	100.0%
0	0	0	Total Personal Services - Benefits	54,997	54,997	54,997	100.0%
0	0	0	53001 - Office Supplies	800	800	800	100.0%
0	0	0	53002 - Small Tools & Equipment	7,800	7,800	7,800	100.0%
0	0	0	53003 - Fuel	5,500	5,500	5,500	100.0%
0	0	0	Total Supplies	14,100	14,100	14,100	100.0%
0	0	0	54001 - Professional/Contractual Services	2,000	2,000	2,000	100.0%
0	0	0	54101 - R & M - Facilities	8,700	8,700	8,700	100.0%
0	0	0	54113 - R & M - Vehicles	5,500	5,500	5,500	100.0%
0	0	0	54204 - Utilities - Garbage	250	250	250	100.0%
0	0	0	54205 - Utilites - Phone/Pager/Cells	720	720	720	100.0%
0	0	0	54300 - Advertising & Publicity	300	300	300	100.0%
0	0	0	54301 - Fees and Charges	200	200	200	100.0%
0	0	0	54303 - Travel and Training	800	800	800	100.0%
0	0	0	54311 - Special Department Expenses	1,100	1,100	1,100	100.0%
0	0	0	Total Services	19,570	19,570	19,570	100.0%
0	0	0	Total Fleet Maintenance	203,772	203,772	203,772	100.0%

PROGRAM DESCRIPTION:

The Property Management Division provides services to achieve sustainability in the maintenance and operation of all city facilities. Property Management provides both contractual oversight and in-house assistance for the environmental health, safety and security of all city facilities. In addition, the department provides building security, fire safety, janitorial services, maintenance and repair, structural repairs, painting, HVAC maintenance, plumbing, electrical work and setup/cleanup for meetings.

PROGRAM RESULTS:

To effectively and efficiently maintain the City of Tigard's facilities and provide a safe and clean environment for staff and our customers.

ACCOMPLISHMENTS:

FY 2014-2015:

- Implemented Computerized Maintenance Management System (CMMS) asset management system and work planning module to track workload performance
- Installed fire alarm pull stations and smoke detectors in the Tigard Public Works building
- Re-grouted and sealed the ceramic tile, purchased new chairs, and reupholstered benches in the lobby in City Hall
- Upgraded the lighting system and replaced the upstairs carpeting in the Tigard Public Library
- Assisted in the demolition of the house at Bull Mountain Park and the exterior wall repair project at Permit Center

Installed security fencing around the Police Department parking lot

GOALS & OBJECTIVES:

FY 2015-2016:

The following projects are on the Property Management Master Plan for 2015-16:

- Assess roof maintenance/replacement options and parking lot maintenance at the Police Department
- Re-lamp the Police Department with LED fixtures, providing the city an annual energy savings of \$6,000
- Assess maintenance or replacement needs for an HVAC circulation pump, brick resealing, commercial dishwasher and parking lot at the Tigard Public Library

- Analyze roof maintenance/replacement options and parking lot maintenance at the Tigard Public Works building
- Install fire alarm horns in the vehicle bays at the Tigard Public Works building

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Annual electricity usage parks (KWh)	144,312	134,036	133,000	133,000
Annual electricity usage facilities (KWh)	2,017,206	1,997,407	1,900,000	1,895,000
Annual electricity usage water facilities (KWh)	146,6427	154,2627	150,0000	150,0000
Annual electricity usage street (KWh)	220,715	201,870	200,000	195,000
Natural gas usage (consumption ccf)	66,455	63,007	63,000	6,3000
Number of annual online service requests	899	822	830	830
Number of annual work orders	2,329	1,993	2,000	2,000

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Work orders to be completed within 48 hours (goal = 95%)	98%	90%	95%	95%

FULL-TIME EQUIVALENT POSITIONS

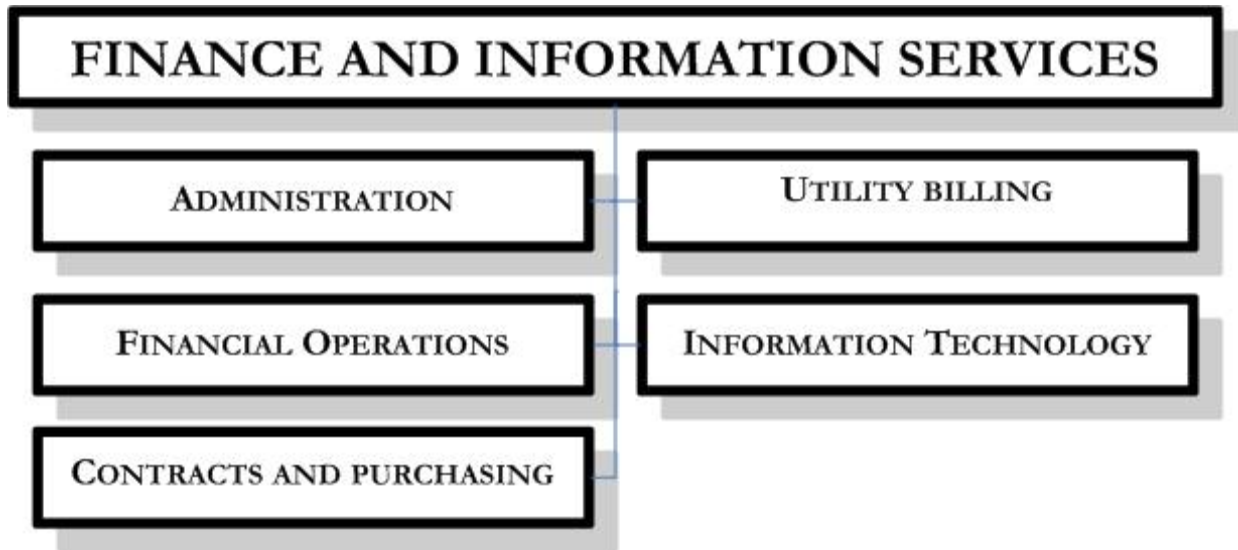
	2012-2013	2013-2014	2014-2015	2015-2016
Administrative Specialist II	0.00	0.35	0.35	0.70
Building Maintenance Tech I	0.00	0.00	1.00	1.00
Building Maintenance Tech II	2.00	2.00	2.00	2.00
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Parks and Grounds Supervisor	0.25	0.00	0.00	0.00
Senior Building Maintenance Tech	1.00	1.00	1.00	1.00
Total FTE	3.75	3.85	4.85	5.20

PROPERTY MANAGEMENT

BUDGET UNIT: 6450

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
			Total FTE	5.20	5.20	5.20	
0	0	0	51001 - Salaries - Management	34,122	34,122	34,122	100.0%
0	0	0	51002 - Salaries - General	259,568	259,568	259,568	100.0%
0	0	0	51005 - Part Time - Temporary	33,741	33,741	33,741	100.0%
0	0	0	51006 - Overtime	3,672	3,672	3,672	100.0%
0	0	0	Total Personal Services - Salaries	331,103	331,103	331,103	100.0%
0	0	0	52001 - Unemployment	1,863	1,863	1,863	100.0%
0	0	0	52002 - Worker's Compensation	7,944	7,944	7,944	100.0%
0	0	0	52003 - Social Security/Medicare	22,794	22,794	22,794	100.0%
0	0	0	52004 - Tri-Met Tax	2,160	2,160	2,160	100.0%
0	0	0	52005 - Retirement	31,158	31,158	31,158	100.0%
0	0	0	52007 - VEBA - ER	4,530	4,530	4,530	100.0%
0	0	0	52008 - Life Ins/ADD/LTD	1,140	1,140	1,140	100.0%
0	0	0	52010 - Medical/Dental/Vision	76,762	76,762	76,762	100.0%
0	0	0	Total Personal Services - Benefits	148,351	148,351	148,351	100.0%
0	0	0	53001 - Office Supplies	1,500	1,500	1,500	100.0%
0	0	0	53002 - Small Tools & Equipment	3,425	3,425	3,425	100.0%
0	0	0	53003 - Fuel	3,999	3,999	3,999	100.0%
0	0	0	Total Supplies	8,924	8,924	8,924	100.0%
0	0	0	54001 - Professional/Contractual Services	384,165	384,165	384,165	100.0%
0	0	0	54003 - Legal Fees	1,500	1,500	1,500	100.0%
0	0	0	54101 - R & M - Facilities	101,600	101,600	101,600	100.0%
0	0	0	54113 - R & M - Vehicles	5,800	5,800	5,800	100.0%
0	0	0	54201 - Utilities - Electric	228,860	228,860	228,860	100.0%
0	0	0	54202 - Utilities-Water/Sewer/SWM	140,300	143,800	143,800	100.0%
0	0	0	54203 - Utilities - Natural Gas	73,410	73,410	73,410	100.0%
0	0	0	54205 - Utilites - Phone/Pager/Cells	6,120	6,120	6,120	100.0%
0	0	0	54300 - Advertising & Publicity	1,000	1,000	1,000	100.0%
0	0	0	54301 - Fees and Charges	3,500	3,500	3,500	100.0%
0	0	0	54302 - Dues & Subscriptions	450	450	450	100.0%
0	0	0	54303 - Travel and Training	2,500	2,500	2,500	100.0%
0	0	0	54309 - Rents and Leases	70,150	70,150	70,150	100.0%
0	0	0	54311 - Special Department Expenses	2,300	2,300	2,300	100.0%
0	0	0	Total Services	1,021,655	1,025,155	1,025,155	100.0%
0	0	0	56002 - Buildings & Improvements	127,187	127,187	127,187	100.0%
0	0	0	56004 - Computer Hardware and Software	7,870	7,870	7,870	100.0%
0	0	0	Total Capital Improvement	135,057	135,057	135,057	100.0%
0	0	0	Total Property Management	1,645,090	1,648,590	1,648,590	100.0%

FINANCE AND INFORMATION SERVICES ORGANIZATION CHART



Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Proposed	FY 2016 Approved	FY 2016 Adopted	2016 Adopted vs.2015 Revised
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Number of Positions	22.20	22.20	23.40	23.40	23.40	23.40	0.0%
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Budget By Category

Personal Services	2,062,882	2,333,477	2,501,418	2,703,821	2,703,821	2,703,821	8.1%
Materials & Services	907,874	847,271	1,269,131	1,256,092	1,256,092	1,284,272	1.2%
Interdepartmental Costs	0	0	15,074	0	0	0	-100.0%
Capital Outlay	155,474	249,489	122,928	191,780	191,780	191,780	56.0%
Total All Category	3,126,230	3,430,238	3,908,551	4,151,693	4,151,693	4,179,873	6.9%

Budget By Division

Finance & Info. Services Admin.	404,688	405,229	469,810	495,272	495,272	495,272	5.4%
Financial Operations	538,631	529,413	594,214	615,506	615,506	615,506	3.6%
Utility Billing	726,939	776,258	922,387	1,058,974	1,058,974	1,058,974	14.8%
Information Technology	1,260,661	1,505,675	1,696,729	1,742,492	1,742,492	1,770,672	4.4%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	195,312	213,664	225,411	239,449	239,449	239,449	6.2%
Total All Division	3,126,230	3,430,238	3,908,551	4,151,693	4,151,693	4,179,873	6.9%

Budget by Fund

General Fund - 100	0	0	0	0	0	0	0.0%
Central Services Fund - 600	3,126,230	3,430,238	3,908,551	4,151,693	4,151,693	4,179,873	6.9%
Total All Fund	3,126,230	3,430,238	3,908,551	4,151,693	4,151,693	4,179,873	6.9%

PROGRAM DESCRIPTION:

Activities of staff in Finance and Information Services Administration include the annual budget process, annual 5-year Capital Improvement Plan (CIP) process, long range financial planning, financial analysis, project management, issuance of Business Licenses for Tigard business owners, and advice to the City Council, departments, and various boards and committees. The division manages the city's investments and the issuance of debt as required for general and enterprise activities and manages the city's investment portfolio. This program is responsible for the oversight of the Financial Operations, Utility Billing, Purchasing and Contracts, and Information Technology divisions.

Finance and Information Services Administration continues to actively work to anticipate issues and to develop policies and procedures to allow the city to deal with financial issues as they occur. The Director of Finance and Information Services reports directly to the City Manager and is responsible for all financial transactions and information technology of the city.

PROGRAM RESULTS:

- The city builds and maintains a strong financial position.
- Contributes to the attainment of the Tigard Council Goals.
- Enhances Tigard's Strategic Vision, particularly Goal #4 to Fund the Vision while maintaining Core Services
- Supports departmental, operational, and programmatic goals.
- Provides expert financial advice and assistance and policy analysis to city departments.
- Provides expert technical leadership and support of the city's information technology infrastructure.
- Provides excellent customer service to our city department staff as well as to the citizens of Tigard.

ACCOMPLISHMENTS:

FY 2014-2015:

- Enhanced the bond rating for Tigard's Water Bonds from Moody's to A1 with a positive outlook and maintained the rating from Standard and Poors of AA-
- Issued \$30.8M in Water Revenue Bonds
- Completed adoption of the River Terrace Funding Strategy
- Lead multi-department Infrastructure Financing effort to update or create water rates, sewer surcharge, Parks System Development Charge, and city Transportation System Development Charge

- Received the Government Finance Officers Association Award for the 2014-2015 annual budget
- Director presented at the Oregon Government Finance Officer's Association's Fall and Spring conferences on System Development Charges and Co-operative working relationships with Public Works
- Continued to update the city's budget system in order to increase the productivity and reporting of the city's department budgets
- Collected 96% of the business license fees from the local businesses in Tigard
- Updated and improved the citywide collaboration to create the six-year Capital Improvement Plan
- With the help of all city departments, presented the annual budget to the City Council, which was adopted by the July 1, 2014 deadline

GOALS & OBJECTIVES:

FY 2015-2016:

- Support Tigard's Strategic Vision, particularly Goal #4 to Fund the Vision while maintaining Core Services. The primary objective in support of the vision is the creation and funding of a Parks Utility. After creation of the utility we will lead a community discussion to determine how to invest the general tax dollars freed up by the creation of the utility to support the vision and core services
- Finish implementing needed funding identified in the River Terrace Funding strategy, including the Transportation Utility Fee for River Terrace residents and Citywide Parks Utility Fee
- Working with the Economic Development division, create on-line business license application process
- Submit the 2015-2016 budget to the Government Finance Officers Association and earn the Distinguished Budget Presentation Award
- Work with other city departments to continue to develop and implement the Strategic Plan and make Tigard the most walkable city in the Pacific Northwest.

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Amount of Debt Outstanding (In Millions)	137.0	134.7	163.2	160.9
Number of budgetary units (division)	38	37	35	35
Number of funds managed	29	29	29	31
Number of special assessment accounts	20	26	22	20
Number of business license accounts	2,757	3,066	3,185	3,250

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Processed new business license requests within one week of receipt(goal is 98%)	98%	99%	99%	99%
Scheduled debt payments made on time	100%	100%	100%	100%
Tigard receives the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Ratio of nonpayment of Business Licenses to total licenses	1%	1%	1%	1%
Voicemail calls returned within 24 hours department-wide (goal is over 95%)	97%	98%	99%	99%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Confidential Executive Assistant	1.00	1.00	1.00	1.00
Finance & Information Services Director	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	3.00	3.00	3.00	3.00

FINANCE & INFORMATION SERVICES ADMIN

BUDGET UNIT: 2000

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
3.00	3.00	3.00	Total FTE	3.00	3.00	3.00	
250,089	261,526	270,911	51001 - Salaries - Management	292,679	292,679	292,679	8.0%
250,089	261,526	270,911	Total Personal Services - Salaries	292,679	292,679	292,679	8.0%
3,515	3,639	3,251	52001 - Unemployment	1,464	1,464	1,464	-55.0%
487	516	731	52002 - Worker's Compensation	781	781	781	6.8%
18,884	19,677	20,717	52003 - Social Security/Medicare	22,362	22,362	22,362	7.9%
1,747	1,880	1,960	52004 - Tri-Met Tax	2,119	2,119	2,119	8.1%
34,523	36,613	37,914	52005 - Retirement	40,916	40,916	40,916	7.9%
1,800	1,800	1,800	52007 - VEBA - ER	1,800	1,800	1,800	0.0%
299	299	1,593	52008 - Life Ins/ADD/LTD	2,343	2,343	2,343	47.1%
871	869	0	52009 - Long Term Disability	0	0	0	0.0%
40,315	40,161	46,290	52010 - Medical/Dental/Vision	48,378	48,378	48,378	4.5%
5,151	5,126	0	52011 - Dental Benefits	0	0	0	0.0%
-922	-3,548	4,500	52012 - Accrued Vacation	0	0	0	-100.0%
106,670	107,034	118,756	Total Personal Services - Benefits	120,163	120,163	120,163	1.2%
1,451	683	1,745	53001 - Office Supplies	1,745	1,745	1,745	0.0%
1,451	683	1,745	Total Supplies	1,745	1,745	1,745	0.0%
27,177	18,679	35,900	54001 - Professional/Contractual Services	53,900	53,900	53,900	50.1%
4,235	2,999	4,000	54003 - Legal Fees	4,000	4,000	4,000	0.0%
516	553	750	54004 - Printing Services	750	750	750	0.0%
3,020	1,400	7,000	54006 - Software License and Maintenance	6,000	6,000	6,000	-14.3%
2,846	3,929	5,800	54300 - Advertising & Publicity	5,400	5,400	5,400	-6.9%
514	0	0	54301 - Fees and Charges	0	0	0	0.0%
1,086	1,598	1,005	54302 - Dues & Subscriptions	1,005	1,005	1,005	0.0%
1,137	1,982	4,919	54303 - Travel and Training	5,680	5,680	5,680	15.5%
839	946	500	54311 - Special Department Expenses	500	500	500	0.0%
4,750	3,900	3,450	54312 - Bank Fees	3,450	3,450	3,450	0.0%
46,120	35,986	63,324	Total Services	80,685	80,685	80,685	27.4%
359	0	0	56004 - Computer Hardware and Software	0	0	0	0.0%
359	0	0	Total Capital Improvement	0	0	0	0.0%
0	0	1,882	58100 - Indirect Charges- City Management	0	0	0	-100.0%
0	0	1,747	58110 - Indirect Charges- Human Resources	0	0	0	-100.0%
0	0	572	58120 - Indirect Charges- Risk Management	0	0	0	-100.0%
0	0	1,958	58130 - Indirect Charges- Office Services	0	0	0	-100.0%
0	0	1,417	58150 - Indirect Charges- Records	0	0	0	-100.0%
0	0	27	58200 - Indirect Charges- Finance Administration	0	0	0	-100.0%
0	0	711	58210 - Indirect Charges- Financial Operations	0	0	0	-100.0%
0	0	6,744	58230 - Indirect Charges- Technology	0	0	0	-100.0%
0	0	16	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	-100.0%
0	0	15,074	Total Internal Services	0	0	0	-100.0%
404,689	405,229	469,810	Total Finance & Info. Services Admin.	495,272	495,272	495,272	5.4%

PROGRAM DESCRIPTION:

This division includes accounts payable, accounts receivable, payroll, fixed assets, inventory recording and reporting, general ledger, project cost tracking, preparation of the annual Comprehensive Annual Financial Report (CAFR), cost accounting, grant accounting, and preparation of financial and special reports, as requested. This division is also responsible for overseeing the annual financial statement audit.

PROGRAM RESULTS:

- The division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city
- Financial and management reporting being provided to city departments meets local budget law and generally accepted governmental accounting standards as well as meeting the informational needs of city programs
- Support of city programs and departments in managing the cost of doing business through timely and effective financial reporting
- Maximize revenue sources to the city

ACCOMPLISHMENTS:

FY 2014-2015:

- Assisted the city in the process of issuing water revenue bonds in the amount of \$31.2 million for financing the capital improvements to Tigard's water system
- Completed annual audit and issue Comprehensive Annual Financial Report (CAFR) by November 30, 2014
- Received Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the FY 2013-14 report
- Participated in the city's annual budget process with adoption by the council before June 30, 2014
- Participated in updating the city's Five-Year Financial Forecast
- Worked with city management in the process of implementing the Strategic Plan for Tigard
- Continued to enhance the financial tracking and reporting functions using the city's financial management software (Springbrook)

GOALS & OBJECTIVES:

FY 2015-2016:

- Complete the annual audit and issue the Comprehensive Annual Financial Report (CAFR) by November 30, 2015
- Receive the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the FY 2014-15 report
- Participate in the city's annual budget process with adoption by the council before June 30, 2016
- Participate in the implementation of the strategic plan objectives as outlined by city management
- Continue to enhance the financial tracking and reporting functions using the city's financial management software (Springbrook)

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of payroll checks/ACH transactions processed	7,723	7,843	7,956	8,000
Number of check requests/invoices processed	10,150	8,864	8,657	8,700
Number of accounts payable checks processed	3,924	3,524	3,,819	3,850

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Financial Reports accurate and released on time	100%	100%	100%	100%
Number of departments rating service as good/excellent	95%	95%	95%	95%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Accountant	0.80	0.80	0.80	0.80
Accounting Supervisor	1.00	1.00	1.00	1.00
Assistant Finance Director	0.80	0.80	0.80	0.80
Payroll Specialist	1.00	1.00	1.00	1.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00
Total FTE	4.60	4.60	4.60	4.60

FINANCIAL OPERATIONS

BUDGET UNIT: 2100

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
4.60	4.60	4.60	Total FTE	4.60	4.60	4.60	
237,839	279,580	282,964	51001 - Salaries - Management	296,417	296,417	296,417	4.8%
52,848	54,455	54,707	51002 - Salaries - General	57,792	57,792	57,792	5.6%
290,687	334,035	337,671	Total Personal Services - Salaries	354,209	354,209	354,209	4.9%
4,156	4,650	4,053	52001 - Unemployment	1,779	1,779	1,779	-56.1%
545	719	956	52002 - Worker's Compensation	995	995	995	4.1%
23,392	26,220	25,919	52003 - Social Security/Medicare	27,189	27,189	27,189	4.9%
2,058	2,403	2,443	52004 - Tri-Met Tax	2,573	2,573	2,573	5.3%
36,523	43,553	45,236	52005 - Retirement	47,443	47,443	47,443	4.9%
2,907	3,180	3,180	52007 - VEBA - ER	3,180	3,180	3,180	0.0%
355	449	2,204	52008 - Life Ins/ADD/LTD	2,204	2,204	2,204	0.0%
957	1,018	0	52009 - Long Term Disability	0	0	0	0.0%
41,705	35,212	36,927	52010 - Medical/Dental/Vision	40,261	40,261	40,261	9.0%
5,122	4,114	0	52011 - Dental Benefits	0	0	0	0.0%
-1,154	3,949	1,125	52012 - Accrued Vacation	1,173	1,173	1,173	4.3%
116,566	125,467	122,043	Total Personal Services - Benefits	126,797	126,797	126,797	3.9%
3,337	2,558	4,300	53001 - Office Supplies	4,300	4,300	4,300	0.0%
3,337	2,558	4,300	Total Supplies	4,300	4,300	4,300	0.0%
57,148	44,950	57,500	54001 - Professional/Contractual Services	60,500	60,500	60,500	5.2%
45,907	2,750	6,500	54006 - Software License and Maintenance	11,500	11,500	11,500	76.9%
473	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
17,041	16,723	1,000	54301 - Fees and Charges	1,000	1,000	1,000	0.0%
1,616	1,114	2,500	54302 - Dues & Subscriptions	2,500	2,500	2,500	0.0%
5,776	1,675	7,000	54303 - Travel and Training	7,000	7,000	7,000	0.0%
0	0	55,000	54306 - Credit Card Fees	47,000	47,000	47,000	-14.5%
80	140	0	54311 - Special Department Expenses	0	0	0	0.0%
0	0	0	54312 - Bank Fees	0	0	0	0.0%
128,041	67,352	129,500	Total Services	129,500	129,500	129,500	0.0%
0	0	700	56004 - Computer Hardware and Software	700	700	700	0.0%
0	0	700	Total Capital Improvement	700	700	700	0.0%
538,631	529,413	594,214	Total Financial Operations	615,506	615,506	615,506	3.6%

PROGRAM DESCRIPTION:

The Utility Billing Team is committed to maintaining an accurate and efficient utilities and billing collection system which includes conducting meter reads, meter maintenance, service requests, collections, bill generation, account maintenance and a wide variety of customer service requests for all residential and commercial accounts. The Utility Billing team has the most direct interaction with the public and also provides Passport, Business License, Water Meter Sales as well as perform duties as the city switchboard for directing calls and answering a variety of questions from citizens in regards to city services on a daily basis.

PROGRAM RESULTS:

- The division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city.
- Provides support to various city departments to maximize enterprise revenues.
- Provides accurate utility billing information and passport services to customers through knowledgeable and friendly service staff.

ACCOMPLISHMENTS:

FY 2014-2015:

- Started a new Pay by Phone option which has gained popularity amongst the customers growing every month in participants by an average of 2% per month
- Committed itself to updating all records, and accounts to include verifying the location and serial number of 3,600 water meters
- Extended the Passport processing hours and water meter sales hours in order to accommodate our customers and property developers
- New programs between Utility Billing and Public Works has streamlined information sharing and cut down on lost time and more efficient customer service
- Developed and implemented an extensive policy and practice of customer information security designed to ensure our customers financial and personal information is well protected.

GOALS & OBJECTIVES:

FY 2015-2016:

- Promote "Paperless Billing" to our customers. This will save the division money in printing and postage costs
- Begin to review and update as necessary the Cities Utility Billing policies to ensure all policies and procedures are up to date and in accordance with the Tigard Municipal Code. It will recommend changes to the code if necessary
- Play an important role in implementing the cities new telephone system into our division with little or no distraction or problems to our customers

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of passport applications processed	1,273	1,350	1,400	1,500
Total number of utility billing accounts	20,401	20,550	20,700	20,900
Number of water accounts	18,463	19,000	20,000	20,500
Number of utility bills sent	238,804	241,500	244,000	246,000
Number of water meters sold	237	260	290	300
Registered online users	9,470	11,000	12,000	14,000
Total revenue collected through online system	\$4,135,913	\$4,765,000	\$5,000,000	\$5,500,000
Number of online transactions	38,853	41,250	44,000	48,000

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Increase in online users from previous year	2,342	1,900	2,300	2,900
Percent increase in online users from previous year	28%	25%	30%	27%
Ratio of water bills 60 days past due to total billed	5%	5%	5%	5%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Accounting Assistant II	2.30	1.80	1.80	1.80
Assistant Finance Director	0.20	0.20	0.20	0.20
Customer Service Field Worker	1.80	1.80	1.80	1.80
Senior Accounting Assistant	1.20	1.00	1.00	1.00
Senior Customer Service Field Worker	1.00	1.00	1.00	1.00
Utility Billing Supervisor	0.00	1.00	1.00	1.00
Total FTE	6.50	6.80	6.80	6.80

UTILITY BILLING

BUDGET UNIT: 2200

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
6.50	6.80	6.80	Total FTE	6.80	6.80	6.80	
33,898	81,747	82,601	51001 - Salaries - Management	90,412	90,412	90,412	9.5%
207,944	207,223	209,948	51002 - Salaries - General	221,784	221,784	221,784	5.6%
91,160	85,624	86,334	51004 - Part Time - Regular	92,898	92,898	92,898	7.6%
5,646	295	0	51006 - Overtime	0	0	0	0.0%
338,648	374,889	378,883	Total Personal Services - Salaries	405,094	405,094	405,094	6.9%
4,832	5,219	4,546	52001 - Unemployment	2,031	2,031	2,031	-55.3%
4,043	4,435	5,891	52002 - Worker's Compensation	6,205	6,205	6,205	5.3%
25,397	27,873	28,984	52003 - Social Security/Medicare	30,994	30,994	30,994	6.9%
2,398	2,697	2,742	52004 - Tri-Met Tax	2,935	2,935	2,935	7.0%
33,035	38,261	41,193	52005 - Retirement	44,126	44,126	44,126	7.1%
6,019	6,000	6,120	52007 - VEBA - ER	6,120	6,120	6,120	0.0%
359	422	1,753	52008 - Life Ins/ADD/LTD	1,753	1,753	1,753	0.0%
888	1,011	0	52009 - Long Term Disability	0	0	0	0.0%
89,600	86,418	99,725	52010 - Medical/Dental/Vision	104,866	104,866	104,866	5.2%
10,217	10,278	0	52011 - Dental Benefits	0	0	0	0.0%
1,496	1,248	0	52012 - Accrued Vacation	0	0	0	0.0%
178,284	183,862	190,954	Total Personal Services - Benefits	199,030	199,030	199,030	4.2%
4,447	3,628	4,000	53001 - Office Supplies	4,000	4,000	4,000	0.0%
587	1,307	1,250	53002 - Small Tools & Equipment	1,250	1,250	1,250	0.0%
7,759	9,798	10,000	53003 - Fuel	10,000	10,000	10,000	0.0%
12,793	14,733	15,250	Total Supplies	15,250	15,250	15,250	0.0%
132,434	154,122	140,000	54001 - Professional/Contractual Services	165,300	165,300	165,300	18.1%
31	0	0	54003 - Legal Fees	0	0	0	0.0%
21,609	24,324	24,000	54006 - Software License and Maintenance	24,000	24,000	24,000	0.0%
9,868	8,118	15,000	54113 - R & M - Vehicles	15,000	15,000	15,000	0.0%
95	95	200	54114 - R & M - Office Equipment	200	200	200	0.0%
1,776	0	0	54115 - Vehicle Usage	0	0	0	0.0%
1,270	1,819	1,600	54205 - Utilites - Phone/Pager/Cells	2,600	2,600	2,600	62.5%
231	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
40	0	0	54302 - Dues & Subscriptions	0	0	0	0.0%
919	1,459	2,500	54303 - Travel and Training	2,500	2,500	2,500	0.0%
0	0	150,000	54306 - Credit Card Fees	165,000	165,000	165,000	10.0%
904	1,199	2,000	54311 - Special Department Expenses	2,000	2,000	2,000	0.0%
169,177	191,135	335,300	Total Services	376,600	376,600	376,600	12.3%
20,914	0	0	56003 - Vehicles	61,000	61,000	61,000	100.0%
7,123	11,638	2,000	56004 - Computer Hardware and Software	2,000	2,000	2,000	0.0%
28,037	11,638	2,000	Total Capital Improvement	63,000	63,000	63,000	3050.0%
726,939	776,258	922,387	Total Utility Billing	1,058,974	1,058,974	1,058,974	14.8%

PROGRAM DESCRIPTION:

The Information Technology (IT) Division is responsible for all computing, networking and telecommunications technology used within the city organization. IT performs the traditional helpdesk functions of PC management, troubleshooting and installation as well as maintaining the city's network infrastructure (switches, cables and servers) and software that city departments require that run on both servers and staff PC's. Telecommunications responsibilities include maintaining the city's phone system and voice mail system, automated attendant, cellular phones, pagers and PDA's. IT is also responsible for the city's enterprise GIS system which integrates data from different departments for use internally and by the public.

PROGRAM RESULTS:

- Information Technology (IT) fully supports and properly maintains the citywide technology infrastructure that is both highly reliable and secure
- IT maintains a user-friendly computing environment at the Tigard Public Library for citizens
- IT provides information technology support and assistance to all city departments and staff
- IT maintains and plans the city's GIS system, both internally and for citizen access

ACCOMPLISHMENTS:

FY 2014-2015:

- Completed 5-Year GIS Strategic Plan Update
- Established new GIS governance structure for oversight of enterprise GIS
- Completed new upgrade to City's external GIS mapping services web page
- Provided GIS mapping and analysis in support of City's Strategic Plan promoting walkability
- Completed terrain analysis for conceptual street right of way for River Terrace
- Developed GIS dashboard concept for streamlining summary spatial information and business content to end users
- Upgraded VMWARE with ability to failover Hosts, this will allow for redundancy
- Implemented two factor authentication for PD
- Replaced current Police car computers with Tablets, this allowed for greater mobility for the Police
- Upgraded Users to Microsoft Office 2010, this will help users be more productive, also Office 2010 has improved security

GOALS & OBJECTIVES:

FY 2015-2016:

- Develop walkability metrics using GIS and modeling techniques in support of City's strategic plan
- Upgrade enterprise web mapping application for both internal and external clients
- Complete Phase 2 of GIS-Laserfiche (document management system) integration
- 100% of new GIS applications made available to public are device agnostic
- Improve service levels through continued education
- Evaluate IT infrastructure, determine necessary improvements, and remediate these gaps as needed
- Build an IT roadmap for the city of Tigard
- Develop service standards for the IT group

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of network appliances citywide	NA	NA	5	6
Number of physical servers non-PD	NA	NA	18	18
Number of physical servers PD	NA	NA	4	4
Number of SAN/NAS servers-citywide	NA	NA	4	6
Number of virtual servers non-PD	NA	NA	43	56
Number of virtual servers PD	NA	NA	7	10
New GIS web mapping applications (Examples: Park Finder, Crime Spotter, and Active Construction)	4	9	12	9
GIS Request for Services	150	160	175	170
GIS Layer/database Additions/Layer Overhaul	17	20	15	20
Non-Spam Email Messages	450,000	482,000	560,800	686,400
Spam Email Message	225,000	320,500	461,600	648,300
Number of phone lines maintained	282	284	285	285
Number of Helpdesk service calls	3,490	4,650	4,548	4,758
Number of cell phones, hotspots and pagers	227	248	282	296
Number of servers	48	51	NA	NA
Number of laptops and computers	503	523	525	530

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Backups performed as required (%)	99%	99%	99%	99%
Network up-time (%)	99%	99%	99%	99%
Service calls fixed on first call (%)	90%	90%	90%	80%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Database Administrator	0.00	1.00	1.00	1.00
GIS Coordinator	0.80	0.80	1.00	1.00
GIS Program/Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
IT Specialist	0.50	0.00	0.00	0.00
Microcomputer Support Technician	1.00	0.00	0.00	0.00
Network Administrator	2.00	2.00	3.00	2.00
Sr Network Administrator	0.00	0.00	0.00	1.00
Total FTE	6.30	5.80	7.00	7.00

INFORMATION TECHNOLOGY

BUDGET UNIT: 2300

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
6.30	5.80	7.00	Total FTE	7.00	7.00	7.00	
333,756	433,106	527,612	51001 - Salaries - Management	567,326	567,326	567,326	7.5%
71,144	72,963	73,580	51002 - Salaries - General	77,702	77,702	77,702	5.6%
50	4,209	0	51005 - Part Time - Temporary	58,139	58,139	58,139	100.0%
4,474	14,194	8,000	51006 - Overtime	8,137	8,137	8,137	1.7%
409,424	524,472	609,192	Total Personal Services - Salaries	711,304	711,304	711,304	16.8%
5,844	7,207	7,216	52001 - Unemployment	3,340	3,340	3,340	-53.7%
2,346	2,968	4,458	52002 - Worker's Compensation	4,227	4,227	4,227	-5.2%
31,350	39,120	45,990	52003 - Social Security/Medicare	51,024	51,024	51,024	10.9%
2,902	3,725	4,235	52004 - Tri-Met Tax	4,832	4,832	4,832	14.1%
47,333	62,310	78,972	52005 - Retirement	87,308	87,308	87,308	10.6%
3,457	3,966	4,500	52007 - VEBA - ER	4,500	4,500	4,500	0.0%
404	506	3,372	52008 - Life Ins/ADD/LTD	3,372	3,372	3,372	0.0%
1,177	1,484	0	52009 - Long Term Disability	0	0	0	0.0%
69,025	78,809	103,963	52010 - Medical/Dental/Vision	105,868	105,868	105,868	1.8%
8,507	9,632	0	52011 - Dental Benefits	0	0	0	0.0%
8,982	2,094	4,266	52012 - Accrued Vacation	0	0	0	-100.0%
181,327	211,821	256,972	Total Personal Services - Benefits	264,471	264,471	264,471	2.9%
40,859	43,797	7,000	53001 - Office Supplies	7,000	7,000	7,000	0.0%
15,004	6,641	13,000	53002 - Small Tools & Equipment	13,000	13,000	13,000	0.0%
377	405	500	53003 - Fuel	500	500	500	0.0%
33,319	34,330	50,950	53006 - Technology Equipment under \$5,000	49,971	49,971	49,971	-1.9%
89,559	85,173	71,450	Total Supplies	70,471	70,471	70,471	-1.4%
757	22,845	50,080	54001 - Professional/Contractual Services	37,975	37,975	66,155	32.1%
78	0	0	54003 - Legal Fees	0	0	0	0.0%
296,303	329,293	353,818	54006 - Software License and Maintenance	349,243	349,243	349,243	-1.3%
975	1,025	2,000	54113 - R & M - Vehicles	2,000	2,000	2,000	0.0%
17,099	4,262	20,900	54114 - R & M - Office Equipment	20,900	20,900	20,900	0.0%
93,130	68,217	141,130	54205 - Utilites - Phone/Pager/Cells	78,930	78,930	78,930	-44.1%
1,646	1,285	1,500	54300 - Advertising & Publicity	1,500	1,500	1,500	0.0%
28,964	8,815	53,939	54301 - Fees and Charges	53,939	53,939	53,939	0.0%
800	875	1,320	54302 - Dues & Subscriptions	1,320	1,320	1,320	0.0%
10,141	6,271	13,700	54303 - Travel and Training	21,859	21,859	21,859	59.6%
3,378	3,470	500	54311 - Special Department Expenses	500	500	500	0.0%
453,271	446,357	638,887	Total Services	568,166	568,166	596,346	-6.7%
54,104	157,826	58,550	56004 - Computer Hardware and Software	62,000	62,000	62,000	5.9%
72,975	80,025	61,678	56007 - GIS Hardware and Software	66,080	66,080	66,080	7.1%
127,079	237,851	120,228	Total Capital Improvement	128,080	128,080	128,080	6.5%
1,260,660	1,505,675	1,696,729	Total Information Technology	1,742,492	1,742,492	1,770,672	4.4%

PROGRAM DESCRIPTION:

The Contracts and Purchasing Division reports to the Director of Finance and Information Services. The staff in the Contracts and Purchasing Division support the overall activities of the director and the department. Activities of staff in the Contracts and Purchasing Division include:

- Development and oversight of contracting and procurement policy;
- Contract management,
- Project management,
- Solicitation development and execution,
- Contracting and other procurement process development,
- Advising City Council, Local Contract Review Board, and city departments on general contracting and procurement related topics,
- Disposal of surplus property and equipment, and
- Serving as city liaisons to general public on contracting and purchasing related topics.

The Contracts and Purchasing Division continues to actively work to anticipate issues and to develop policies and procedures that allow the city to stay in line compliance with applicable Federal and State laws, statutes, and regulations as well as any other issues as they occur.

PROGRAM RESULTS:

The Contracts and Purchasing Division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city. Contracts and Purchasing provide policy development and analysis, develops efficient procedures for contracts and other forms of procurement, and provides expert advice, assistance, and guidance to city departments on contracting and purchasing.

ACCOMPLISHMENTS:

FY 2014-2015:

- Provided expert advice, assistance, and police analysis and development to city departments regarding contracting and purchasing
- Expanded the information on the division's InsideTigard intranet pages to include additional reporting information and templates
- Enhanced working relationships with city departments, ensuring better communication and streamlining of workloads
- Developed expanded reports to assist city staff with contract and project management
- Implemented receipt imaging for the city's purchasing card program throughout the city
- Implemented the new "chip and pin" cards for the city's purchasing card program

GOALS & OBJECTIVES:

FY 2015-2016:

- Continue to enhance working relationships with city department to ensure better communication and streamlined workflows
- Explore the use of a procurement system to publish all formal solicitation and track contract to maximize the city's outreach to vendors
- Expand the use of city's purchasing card system to include large-ticket items
- Oversee revisions to the city's Public Contracting Rules
- Develop expanded reports to assist project managers with contract and expenditure management

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Number of contracts requiring Local Contracts Review Board Approval	6	16	20	25
Number of contracts written	105	87	94	90
Number of formal Invitation to Bid or Request for Proposal	12	17	24	28
Number of purchase orders processed	79	74	80	80
Number of purchasing card transactions	6,899	7,047	6,800	7,000

EFFECTIVENESS MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
Average time to process a Purchase Order (Goal is less than 1 day)	<1	<1	<1	<1
Purchasing card monthly audit completed on time (Goal is less than 1 day)	<1	<1	<1	<1
Contracts executed within 30 days of award notice (Goal is 95%)	97%	99%	95%	98%
% of contract awards that are protested (goal is less than 2%)	0%	0%	0%	0%

FULL-TIME EQUIVALENT POSITIONS

	2012-2013	2013-2014	2014-2015	2015-2016
Purchasing Assistant	0.00	1.00	1.00	1.00
Senior Accounting Assistant	0.80	0.00	0.00	0.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	1.80	2.00	2.00	2.00

CONTRACTS & PURCHASING

BUDGET UNIT: 2500

FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	Budget Resource Summary	2016 Proposed	2016 Approved	2016 Adopted	Adopted vs. FY 15
1.80	2.00	2.00	Total FTE	2.00	2.00	2.00	
80,791	82,947	83,643	51001 - Salaries - Management	88,335	88,335	88,335	5.6%
43,283	57,173	57,457	51002 - Salaries - General	60,694	60,694	60,694	5.6%
0	0	0	51006 - Overtime	1,018	1,018	1,018	100.0%
124,074	140,119	141,100	Total Personal Services - Salaries	150,047	150,047	150,047	6.3%
1,769	1,949	1,694	52001 - Unemployment	757	757	757	-55.3%
233	528	403	52002 - Worker's Compensation	421	421	421	4.5%
9,069	10,082	10,794	52003 - Social Security/Medicare	11,556	11,556	11,556	7.1%
879	1,008	1,021	52004 - Tri-Met Tax	1,096	1,096	1,096	7.3%
15,639	17,330	17,455	52005 - Retirement	18,716	18,716	18,716	7.2%
1,320	1,500	1,500	52007 - VEBA - ER	1,500	1,500	1,500	0.0%
141	151	717	52008 - Life Ins/ADD/LTD	717	717	717	0.0%
401	428	0	52009 - Long Term Disability	0	0	0	0.0%
32,039	36,076	41,352	52010 - Medical/Dental/Vision	43,288	43,288	43,288	4.7%
3,949	4,315	0	52011 - Dental Benefits	0	0	0	0.0%
1,674	-3,115	0	52012 - Accrued Vacation	1,976	1,976	1,976	100.0%
67,113	70,251	74,936	Total Personal Services - Benefits	80,027	80,027	80,027	6.8%
322	406	1,500	53001 - Office Supplies	2,000	2,000	2,000	33.3%
322	406	1,500	Total Supplies	2,000	2,000	2,000	33.3%
1,374	467	4,500	54003 - Legal Fees	3,000	3,000	3,000	-33.3%
0	0	200	54300 - Advertising & Publicity	225	225	225	12.5%
2,000	0	0	54301 - Fees and Charges	0	0	0	0.0%
368	2,265	2,675	54302 - Dues & Subscriptions	2,650	2,650	2,650	-0.9%
7	0	500	54303 - Travel and Training	1,500	1,500	1,500	200.0%
55	155	0	54311 - Special Department Expenses	0	0	0	0.0%
3,804	2,887	7,875	Total Services	7,375	7,375	7,375	-6.3%
195,313	213,664	225,411	Total Contracts and Purchasing	239,449	239,449	239,449	6.2%



*The Tualatin River flows through Cook Park in Tigard, Oregon
(picture by refalo.com)*